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Comprehensive review of United Nations system support for small island developing States: initial findings

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled, "Comprehensive review of United Nations system support for small island developing States: initial findings".

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JIU/REP/2016/3

COMPREHENSIVE REVIEW OF UNITED NATIONS SYSTEM SUPPORT FOR SMALL ISLAND DEVELOPING STATES: INITIAL FINDINGS

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Geneva 2016

Executive Summary

Comprehensive review of United Nations system support for small island developing States: initial findings

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JIU/REP/2016/3

Rationale and scope

The present report was prepared pursuant to paragraph 4 of General Assembly resolution 69/288 of 8 June 2015 entitled "Comprehensive review of United Nations system support for small island developing States", in which the Assembly requested the Joint Inspection Unit:

> taking into account the ongoing intergovernmental negotiation processes and the limited time frame available *to present its initial findings, to begin, as soon as possible, its review in relation to recommendations 2, 3 and 4 of its report*.

Accordingly, the report focuses on the analysis of the following issues: (a) United Nations Headquarters support provided by the Small Island Developing States Units of the Department of Economic and Social Affairs (DESA) and of the Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS) to small island developing States (SIDS); (b) identification and overview of entities covered by the United Nations strategic framework whose mandates are relevant to SIDS in order to provide elements for improved programmatic coordination within the United Nations; and (c) the role and functioning of the Inter-Agency Consultative Group on Small Island Developing States (IACG) to identify its strengths and weaknesses and propose measures for greater contribution to support the SIDS agenda.

The present review builds on the information contained in the report entitled "Recommendations to the General Assembly of the United Nations for the determination of parameters for a comprehensive review of United Nations system support for small island developing States" (JIU/REP/2015/2-A/69/921).[1]

The system-wide coherence and linkages among the global mandates of the United Nations and the role of United Nations system entities involved in providing support to the SIDS agenda will be addressed in a subsequent report to be issued in 2016, in response to the General Assembly's request in its resolution 69/288 (para. 2). The final findings will be delivered before the end of the seventieth session of the General Assembly and published as an addendum to the Secretary-General's report, as requested in General Assembly resolution 69/288 (para. 3) and reiterated in resolution 70/202 (para. 12).

[1] Hereafter referred to as JIU/REP/2015/2.

Findings

Chapters II, III and IV in the present report cover recommendations 2, 3 and 4, respectively, of JIU/REP/2015/2 and contain the initial findings of the review requested by the General Assembly in resolution 69/288 (para. 4). In addressing the role and functioning of IACG (chap. IV), entities of the United Nations system are mentioned as per their membership in IACG only. This review does not address their role in support to SIDS, unless covered under the scope of Recommendation 2 and 3 of JIU/REP/2015/2. Thus, the contribution of United Nations funds and programmes, as well as specialized agencies and secretariats of environmental conventions, in providing support to SIDS, will be adequately covered when consolidating the final findings of the comprehensive review, so as to provide a complete system-wide picture on the United Nations system support to SIDS.

Summary of key findings by chapter

Chapter II: United Nations Headquarters support to small island developing States: roles, resources and coordination between DESA and OHRLLS

(a) Allocation of resources from the United Nations Secretariat's regular budget to DESA and OHRLLS to support SIDS (for the period 2006-2015 and for the biennium 2016-2017)

Analysis of the regular budget resources allocated to the SIDS Units of DESA and OHRLLS in terms of staffing revealed that DESA resources remained stable, with three staff members — P-2, P-4 and P-5, while OHRLLS had only one P-2 staff member from 2006 to 2009 and an additional P-4 staff member, since 2010. In the biennium 2014-2015, each SIDS Unit benefitted from one additional temporary P-3 post each, currently discontinued. No changes were approved for the biennium 2016-2017

In that regard, the Inspectors note that the workload of both Units increased overtime without a commensurate increase in their resources. It is therefore advisable that, in preparing the resources allocation for the biennium 2018-2019, Member States enhance resources to the SIDS Units so as to better equip them to respond to the increased workload under their specific mandates resulting from the SIDS Accelerated Modalities of Action (SAMOA) Pathway[2] and successive General Assembly resolutions, including the 2030 Agenda for Sustainable Development (resolution 70/1) and the newly created steering committee on partnerships for SIDS (resolution 70/202), among other tasks.

Nonetheless, in order to take their decisions on any future change in resources allocation, Member States need to be provided with transparent information from both DESA and OHRLLS, based on a clear needs assessment of SIDS priorities, indicating the expected support from each SIDS Unit in relation to its mandate and the specific use of any additional resources requested for the next biennium and onwards.

[2] The "SIDS Accelerated Modalities of Action (SAMOA) Pathway" is the outcome document of the Third International Conference on Small Island Developing States, held in Samoa in September 2014. It was endorsed by the General Assembly in resolution 69/15 of 14 November 2014.

Recommendations 1 and 2 of the present report aim at providing Member States with evidence-based information to enable them to take further action regarding commensurate allocation of resources to DESA and OHRLLS to support the SIDS development agenda.

(b) Coordination between the SIDS Units of DESA and OHRLLS

For the period analysed, coordination between the two Units was weak and sometimes perceived by stakeholders as competition. However, the Inspectors noted a change in pattern towards increased coordination during 2015. That pattern was reinforced after the adoption of General Assembly resolution 70/202, which, inter alia, approved the partnerships platform and created the steering committee on partnerships for SIDS, to be serviced jointly by DESA and OHRLLS.

The forthcoming review in 2016 will address coordination between DESA and OHRLLS and will provide a final assessment of the governance of the two SIDS Units (see JIU/REP/2015/2, recommendation 6).

The Inspectors recommend that the Secretary-General's annual report on SIDS-related issues include a section on DESA and OHRLLS collaboration, with a clear indication of resources allocated and the efforts made to enhance coherence and planning to support SIDS. In line with the results-based budgeting requirements set out in General Assembly resolution 70/8 on programme planning (see recommendation 1 below), the information would be instrumental in assessing results and effectiveness. The JIU team attempted a preliminary analysis of the resources; however the information received was not conclusive. In the Inspectors' view, the SIDS Units of OHRLLS and DESA could develop a tracking system to monitor the use of resources and provide a report to be included in the Secretary-General's annual report on SIDS.

(c) Effectiveness and efficiency of the use of resources

The information submitted to the JIU did not allow for a detailed financial analysis of the efficiency in using the resources. The responses provided by OHRLLS and DESA did not relate resources to activities in the context of their respective mandates. An increasing trend towards delivering workshops and capacity-building in the field was noted in the case of DESA, following the SIDS Conference in Samoa in 2014. Some stakeholders expressed the view that work in the field should not be implemented by DESA since other United Nations system organizations, such as United Nations Development Programme (UNDP), were better skilled in that area. However, linkages between the normative work of DESA and implementation in the field through collaboration with other United Nations system entities are encouraged as being the most effective strategy for using resources.

Chapter III: United Nations entities with mandates of high relevance to small island developing States that are covered by the United Nations strategic framework: elements for enhancing programmatic coordination

(a) Identification

The United Nations strategic framework — the United Nations reference used to establish the regular budget allocation — covers, inter alia, the following entities with mandates to support SIDS: United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), United Nations Conference on

Trade and Development (UNCTAD), United Nations Office on Drugs and Crime (UNODC), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the regional commissions (Economic and Social Commission for Asia and the Pacific (ESCAP) Economic Commission for Africa (ECA), and Economic Commission for Latin America and the Caribbean (ECLAC)), Division of Ocean Affairs and the Law of the Sea (DOALOS) of the Office of Legal Affairs, Office of the United Nations High Commissioner for Human Rights (OHCHR), and United Nations Office for Disaster Risk Reduction (UNISDR).

The chapter addresses the respective roles of these entities in relevant areas for the implementation of the SAMOA Pathway,[3] namely: trade and development, the environment, human settlements, gender equality, oceans, human rights, crime and drugs, disaster risk reduction, and, to some extent, provides examples from the three SIDS regions (the Atlantic, Indian Ocean, Mediterranean and South China Seas (AIMS), the Caribbean and the Pacific).

(b) Programmatic coordination

The strategic plans of these entities are expressed through expected accomplishments and indicators of achievement in the United Nations strategic framework. Therefore, the report reveals an opportunity for Member States to improve coherence within the programming and coordination of the work of the United Nations in support of SIDS, through their active involvement in approving the United Nations strategic framework through the Committee for Programme and Coordination. Greater involvement of representatives of SIDS in this Committee could contribute to strengthening coherence in reviewing the United Nations strategic framework to ensure the mainstreaming of SIDS priorities therein. The Inspectors are of the view that the participation of at least one SIDS per region (AIMS, Pacific and Caribbean) would foster the mainstreaming of key relevant issues in the United Nations strategic framework and enhance coherence in programmatic coordination. Member States have a key role to play in ensuring that relevant targets and indicators in relation to the implementation of the SAMOA Pathway are duly included when preparing the United Nations strategic framework for the biennium 2018-2019 and subsequent ones. The Programme Performance Report submitted by the Secretary-General at the end of each biennium could include information on specific accomplishments related to SIDS issues.

Chapter IV: Assessment of the role and functioning of the Inter-Agency Consultative Group on Small Island Developing States

IACG does not have formal terms of reference to define its role, rules of procedure and criteria for establishing its membership. The current hybrid membership, based on the list provided by the SIDS Unit of DESA, which chairs the Group, comprises 46 entities of the United Nations system, including funds, programmes, specialized agencies and the International Atomic Energy Agency (IAEA), international financial institutions, the secretariat of one environmental convention, and one international non-governmental organization. IACG provides a high-value forum for these entities to exchange information and foster synergies among themselves. However, the poorly planned management of the meetings and agendas and the absence of an established work programme hamper the realization of the Group's

[3] See General Assembly resolution 69/15, annex.

full potential. The review identified areas for improvement, as follows: better planning of agendas and meetings, definition of a work programme, facilitation of participation of field offices and outreach to SIDS and development partners to exchange information on activities.

The consultation process conducted to prepare the Secretary-General's last report on follow-up to and implementation of the SAMOA Pathway and the Mauritius Strategy for Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States involves all the United Nations system entities and Member States. However, the criteria by which the information is assembled, consolidated and presented seem to lack a thorough strategic vision, which could be improved, in the future, with more interactive involvement on the part of IACG members and the provision of a reasonable time frame within which they may comment on the final version of the report prior to processing and issuance. Such an improved preparation process would contribute to system-wide inclusiveness, strategic vision and relevance of the information submitted to Member States.

The way forward

The final findings of the comprehensive review of United Nations system support for SIDS will be completed in 2016, so as to bring into the full picture the funds, programmes, specialized agencies and IAEA, secretariats of environmental conventions and other stakeholders with whom the United Nations system is partnering for the implementation of the development agenda at regional and country levels in the SIDS regions. The comprehensive review will address the global mandates adopted in 2015 by the General Assembly, such as the 2030 Agenda for Sustainable Development, financing for development, the Beijing+20 review, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Paris Climate Change Agreement, adopted on 12 December 2015, and other key priority areas for SIDS.[4]

The completion of the comprehensive review in 2016 is expected to equip Member States with sound elements for their decision-making to provide consistent and coherent guidance across the United Nations system and direction to the secretariats of the United Nations system organizations and to ensure the resources necessary for the implementation of the mandates in the context of the fit-for-purpose reform of the United Nations development agenda.

Recommendations

Recommendation for consideration by the General Assembly

Recommendation 2

The General Assembly, based on a transparent and clearly substantiated needs assessment prepared by the United Nations Secretariat, should consider the needs resulting from the evolving mandates given to the Secretariat's programmes and subprogrammes and ensure the allocation of resources required to adequately respond to the mandates in support of the sustainable development agenda of SIDS.

[4] See JIU/REP/2015/5 and FCCC/CP/2015/L.9/Rev.1.

Recommendations to the Secretary-General

Recommendation 1

The Secretary-General should ensure that DESA and OHRLLS establish a joint system to plan, monitor and report on their activities, including reference to resources allocation in relation to their respective mandates, measured against expected results in line with the results-based principles in General Assembly resolution 70/8 on programme planning, and that the information is made available to Member States and United Nations system partners supporting SIDS.

Recommendation 3

The Secretary-General should ensure that the report on "Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for Further Implementation of the Programme of Action for the Sustainable Development of the Small Island Developing States" builds upon the work of the Inter-Agency Consultative Group on Small Island Developing States, adequately reflecting the support provided by the entire United Nations system, and includes a section on the collaboration between OHRLLS and DESA, as well as a section on the strategy and vision to foster sustainable development of SIDS, so as to provide Member States with a strategic document to monitor and assess progress made and gaps to be addressed as priorities for a more effective implementation of the SAMOA Pathway and the 2030 Agenda for Sustainable Development.

Recommendation 4

The Secretary-General should ensure that DESA and OHRLLS, in close consultation with all United Nations system entities supporting the SIDS agenda and members of the Inter-Agency Consultative Group on Small Island Developing States, undertake a reform of the Group to clarify its role, programme of work, criteria for membership and outreach to stakeholders.

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Abbreviations

AIMS	Atlantic, Indian Ocean, Mediterranean and South China Seas
AOSIS	Alliance of Small Island States
BPOA	Barbados Programme of Action
CARICOM	Caribbean Community and Common Market
CBD	Convention on Biological Diversity
CDP	Committee for Development Policy
CEB	United Nations System Chief Executives Board for Coordination
DESA	United Nations Department of Economic and Social Affairs
DOALOS	Division for Ocean Affairs and the Law of the Sea
DRR	Disaster Risk Reduction
ECA	Economic Commission for Africa
ECESA	Executive Committee on Economic and Social Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
HLPF	High-level Political Forum on Sustainable Development
IACG	Inter-Agency Consultative Group on Small Island Developing States
IFI	International financial institutions
ILO	International Labour Organization
IMF	International Monetary Fund
IMO	International Maritime Organization
IOC	Indian Ocean Commission
IOM	International Organization for Migration
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
LDC	Least developed country

MEA	Multilateral environmental agreement
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OLA	Office of Legal Affairs
PIF	Pacific Islands Forum
PAHO	Pan American Health Organization
RCM	Regional Coordinating Mechanism
RCNYO	Regional Commissions New York Office
SAMOA	Small Island Developing States Accelerated Modalities of Action
SDG	Sustainable Development Goal
SIDS	Small island developing States
SPREP	Secretariat of the Pacific Regional Environment Programme
UNCAC	United Nations Convention against Corruption
UNCT	United Nations country team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations Office for Disaster Risk Reduction
UNODC	United Nations Office on Drugs and Crime
UN-Oceans	Inter-agency coordination mechanism on oceans and coastal issues within the United Nations system
UNOPS	United Nations Office for Project Services
UNOSSC	United Nations Office for South-South Cooperation
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHC	World Heritage Convention
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. Introduction

A. Background

1. The present report was prepared pursuant to paragraph 4 of General Assembly resolution 69/288 of 8 June 2015, entitled "Comprehensive review of United Nations system support for small island developing States", in which the Assembly requested the Joint Inspection Unit:

> taking into account the ongoing intergovernmental negotiation processes and the limited time frame available *to present its initial findings, to begin, as soon as possible, its review in relation to recommendations 2, 3 and 4 of its report*.[5]

2. At its summer session in June 2015, the Joint Inspection Unit (JIU) therefore added a new project to its programme of work for 2015 to address, within existing resources, the issues covered by recommendations 2, 3 and 4 of the report entitled "Recommendations to the General Assembly of the United Nations for the determination of parameters for a comprehensive review of United Nations system support for small island developing States" (JIU/REP/2015/2-A/69/921).[6]

B. Scope of the report

3. The limited scope of the review requested in paragraph 4 of General Assembly resolution 69/288 covers the three issues presented in the following chapters:

> **Chapter II**: Analysis of the resources allocated to the SIDS Units of the Department of Economic and Social Affairs (DESA) and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS) to deliver their mandates;
>
> **Chapter III**: Overview of the role of the United Nations entities with mandates of high relevance to SIDS, such as: the United Nations Environmental Programme (UNEP), UN-Habitat, the United Nations Conference on Trade and Development (UNCTAD), UN-Women, the United Nations Office on Drugs and Crime (UNODC), the Regional Commissions, the Division for Ocean Affairs and the Law of the Sea of the Office of Legal Affairs (OLA/DOALOS), the Office of the United Nations High Commissioner for Human Rights (OHCHR), and the United Nations Office for Disaster Risk Reduction (UNISDR),in order to assess existing or potential programmatic coordination within the United Nations to support the sustainable development agenda of SIDS.

[5] Emphasis added.
[6] Hereafter referred to as JIU/REP/2015/2.

Chapter IV: Assessment of the role and functioning of the Inter-Agency Consultative Group on Small Island Developing States (IACG) and proposed measures to increase its effectiveness in fostering the implementation of the SAMOA Pathway[7] and to facilitate its monitoring.

4. The report focuses on analysing the structure of the institutional support provided by the United Nations Secretariat and entities whose regular budget is governed by the United Nations strategic framework. It does not include the entire system perspective, nor does it provide a substantive analysis of the priority areas of SIDS beyond the limited scope of the request. The role and support of other United Nations system entities, such as funds and programmes, specialized agencies and secretariats of environmental conventions will be addressed in the final findings of the comprehensive review, a project included in the JIU programme of work for 2016.

C. Methodology

5. Data were collected through desk research, individual and group interviews and videoconferences. Targeted questionnaires were sent to OHRLLS and DESA to update the information concerning their resources and activities. The team analysed the responses and elaborated estimates on resources using official budgetary documents of the United Nations so as to provide an overall picture of total regular budget resources allocated to OHRLLS and DESA to implement their mandates on SIDS. The data were then validated by the respondents.

6. Within the limited scope of the present review, the JIU team held more than 50 meetings with officials of United Nations system organizations and two international financial institutions in Bangkok, Geneva, New York and Paris. Ten videoconferences with a sample of field offices were organized[8] to cover offices in the Caribbean, the Pacific, and the Atlantic, Indian Ocean, Mediterranean and South China Seas (AIMS) regions. The team met with representatives of 17 Member States in the three SIDS regions and with development partners such as Australia, the European Union, Japan, New Zealand and the United States of America.

7. Meetings were held with officials from United Nations organizations covered within the limited scope of this review (see Chapter III), as well as with other organizations which will be covered more extensively in finalising the comprehensive review. Information was provided, and not fully exploited yet, by: (a) funds and programmes, such as United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF) and World Food Programme (WFP); and (b) specialized agencies, such as Food and Agriculture Organization of the United Nations (FAO), International Labour Organization (ILO), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Industrial Development Organization (UNIDO) and World Intellectual Property Organization (WIPO). The team also met with the secretariat of the United Nations System Chief Executives

[7] The "SIDS Accelerated Modalities of Action (SAMOA) Pathway" is the outcome document of the Third International Conference on Small Island Developing States, held in Samoa in September 2014. It was endorsed by the General Assembly in resolution 69/15 of 14 November 2014.

[8] See annex VI for the list of organizations interviewed by videoconference.

Board for Coordination (CEB), the Climate Change Support team of the Executive Office of the Secretary-General, the United Nations Global Compact, the United Nations Office for South-South Cooperation, United Nations Development Group (UNDG) and United Nations Development Operations Coordination Office (UNDOCO). Data collected during the missions and interviews with United Nations entities, funds, programmes and specialized agencies cover issues relevant to the review and contribute to the initial findings presented in this report, mainly in reference to the functioning of IACG (see chap. IV).

8. Information collected but not used in the present report will be included in the final findings of the comprehensive review to address the system-wide coherence of the institutional support provided by the United Nations system support to the SIDS development agenda to address their specific vulnerabilities.

9. In accordance with article 11.2 of the JIU statute, the present report was completed after consultation among the Inspectors with a view to testing its conclusions and recommendations against the collective wisdom of the Unit. A draft version was shared with stakeholders for their comments so as to validate the consolidated information in the report.

10. To facilitate the handling of the report and the implementation of its recommendations and the monitoring thereof, annex VIII contains a table indicating whether the report is submitted to the organizations concerned for action or for information. The table identifies those recommendations relevant for each organization, specifying whether they require a decision by the organization's legislative or governing body or can be acted upon by the organization's executive head.

11. The Inspectors would like to thank the JIU participating organizations, representatives of Member States as well as other stakeholders who contributed to the findings of the present review for their valuable input, and express their appreciation to all who provided assistance in the preparation of the present report and shared their knowledge and expertise.

II. United Nations Headquarters support to small island developing States: roles, resources and coordination between DESA AND OHRLLS

A. Introduction

12. This chapter addresses the scope of recommendation 2 of the report JIU/REP/2015/2, which states as follows:

> **The General Assembly should ensure that the comprehensive review evaluates the current allocation of resources, as well as their effective and efficient use, at the United Nations Secretariat at Headquarters, with a view to improving governance and effective coordination in the delivery of the mandates given by the General Assembly to DESA and OHRLLS to support SIDS.**

13. Within the United Nations Secretariat at Headquarters, OHRLLS and DESA share the mandates concerning support to SIDS. As indicated in JIU/REP/2015/2,

greater clarity on the responsibilities of and coordination mechanisms between the two entities is crucial to ensuring more effective delivery of their mandates, and to enable Member States to decide where investment efforts need to be made.[9]

14. DESA's mandate, and, in particular, the one of the Division on Sustainable Development which hosts the SIDS Unit, covers five core functions: (a) support to intergovernmental processes on sustainable development; (b) analysis and policy development; (c) capacity development at the country level; (d) inter-agency coordination; and (e) knowledge management, communication and outreach.

15. The core mandate of OHRLLS refers to support given to three groups of States with special needs, namely: least developed countries (LDCs), landlocked developing countries and small island developing States (SIDS). The mandate of the SIDS Unit is addressed through the following core functions: (a) advocacy in favour of SIDS, in partnership with relevant parts of the United Nations system as well as with civil society, media, academia and foundations. This advocacy mandate was expanded in the SAMOA Pathway to ensure mainstreaming of the Pathway and to enhance coherence on SIDS issues in United Nations processes; (b) mobilization of international support and resources for the implementation of the SAMOA Pathway; and (c) support to SIDS group consultations.

16. The mandates of DESA and OHRLLS have been expanded through successive resolutions over decades. However, some Member States and partner organizations are of the view that a careful reassessment could be undertaken taking into consideration two key elements: (a) that resources have not expanded in accordance with the expansion of the mandates (see analysis below); and (b) that the mandate to work on the ground should be kept essentially under the responsibility of system organizations that are better equipped for it, such as UNDP. Stakeholders expressed concern about the fact that DESA, with few resources, was expanding work in the field. Given the constraints, priority should be given to its normative mandate and advocacy in intergovernmental processes to support SIDS, where DESA plays a core role, such as servicing the processes of the High-Level Political Forum on Sustainable Development and its new role with regard to the steering committee on partnerships for small island developing States[10] (the Steering Committee).

B. Analysis of the resource trends of the SIDS Units of DESA and OHRLLS for delivering their mandates

17. The JIU requested DESA and OHRLLS to provide information on the resources allocated to their SIDS Units since 2006.[11] On the basis of the responses received combined with the analysis of United Nations budgetary and planning documents, the team compiled an assessment of the evolution of resources available to the SIDS Units of DESA and OHRLLS to carry out their work over the period from 2006 to 2015.[12] The final data was validated by the two SIDS Units.

[9] See JIU/REP/2015/2, Executive summary, findings (a) and (b), available at www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2015_2_English.pdf.

[10] See General Assembly resolution 70/202.

[11] The period covers five bienniums, from the adoption of the Mauritius Strategy Initiative, in 2005, to the adoption of the SAMOA Pathway, in 2014.

[12] Where information is available, reference is made to resources planned for 2016-2017.

18. The staffing of the SIDS Unit of DESA financed by regular budget has stagnated at three professional staff. It benefitted from the addition of one temporary professional staff (P-3) during the biennium 2014-2015, which coincided with the preparation of the Third SIDS Conference in Samoa and its follow-up (see graph 1 below). During the same period, the SIDS Unit also benefitted from ad hoc extrabudgetary contributions (see graphs 3a and 3b below).

19. The initial staff allocation for the SIDS Unit of OHRLLS, in 2006, covered only one staff member at the P-2 level. An additional P-4 post was approved as of 2010 (see graph 1 below). For the biennium 2014-2015, resources from the General Temporary Assistance budget were used against a P-3 post, currently discontinued, to support the preparations for and the holding of the Third SIDS Conference in Samoa.[13] No extrabudgetary funding for professional staff posts was available during the period, despite the expanded mandate resulting from paragraph 120 of the SAMOA Pathway. While OHRLLS had anticipated that commensurate regular resources would be allocated to cover the additional tasks, there has been no increase for the biennium 2016-2017. In contrast, the analysis of budget documents revealed that, after the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul in May 2011, the mandate of OHRLLS was expanded to service the needs of the LDC special category and nine professional staff posts were created (three P-5, three P-4, three P-2). No increase of resources has been approved following the SAMOA Conference on SIDS, neither at OHRLLS nor at DESA respective SIDS units.

20. In successive resolutions on SIDS, emanating from the Second Committee, the General Assembly requested the Secretary-General to strengthen the United Nations system capacity to respond to the increasing challenges affecting the attainment of sustainable development by SIDS through a better and more efficient utilization of available resources. The current split of few resources between the SIDS Units of DESA and OHRLLS does not appear to lead to the most effective results. However, the extent to which increased coordination could lead to improved coherence in delivering support to SIDS is unclear. Noting the challenges ahead to support the sustainable development of SIDS, in the context of the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1) and other recently adopted global mandates, it would be instrumental to assess the level of resources needed to be commensurate to the mandates with which the SIDS Units of OHRLLS and DESA have been tasked.

21. The Inspectors are of the view that the General Assembly should assess the needs resulting from new mandates given to the Secretariat and its programmes and subprogrammes and make the necessary provisions to enable them to respond to Member States' demands. While improvement in efficiency is expected through better coordination, the potential gains are not expected to cover the additional tasks assigned to support SIDS and to satisfactorily service the increasingly complex coordinating role of the United Nations Secretariat in supporting them.

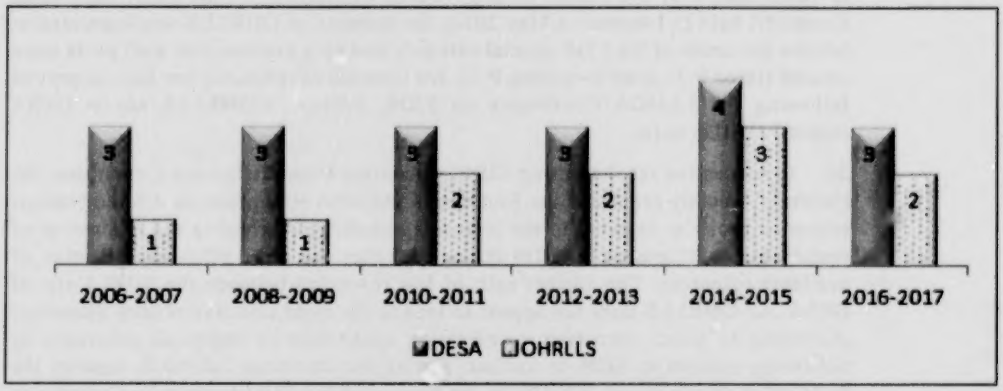
22. OHRLLS informed the Inspectors that it was working on a resource mobilization strategy to palliate the lack of regular resources in order to respond to the mandate emanating from the SAMOA Pathway and the more recent General Assembly resolution 70/202 and the role of DESA and OHRLLS in relation to the

[13] Based on information provided by the United Nations Secretariat in February 2016.

newly created Steering Committee,[14] which is currently co-chaired by Maldives and Italy.

23. The analysis of the evolution of regular budget resources of the SIDS Units of DESA and OHRLLS shows that estimated expenditures remained roughly constant throughout the decade, peaking in 2014-2015 in the context of the preparations for the Third International Conference on SIDS. In that biennium, both SIDS Units had one additional temporary P-3 staff each, that were discontinued in 2016. It should be noted that, altogether, the two Units have less than 10 professional staff. **Noting that resources have remained stable over a period in which the mandates have significantly expanded through successive resolutions resulting in additional tasks, the Inspectors are of the view that Member States should consider increasing the resources allocated to the SIDS Units of both DESA and OHRLLS to equip them with adequate means to effectively respond to the expectations of SIDS and their development partners.**

Graph 1: Professional and higher staff in SIDS Units of DESA and OHRLLS for 2006-2015 (and approved for 2016-2017)

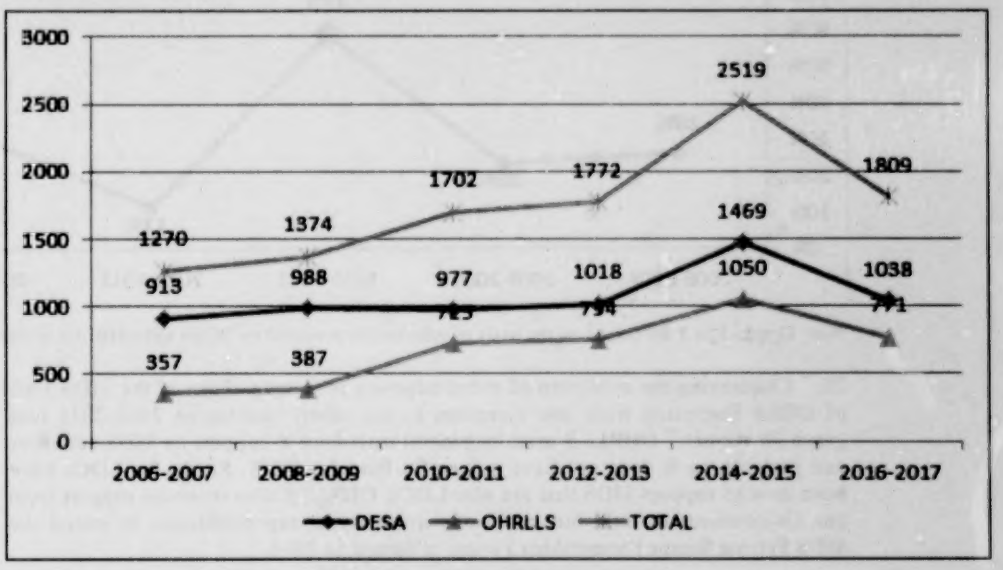


24. The estimated cost of (professional and higher) staffing of the SIDS Units of DESA and OHRLLS, which is financed through the United Nations regular budget, amounted to $2,518,873 for the biennium 2014-2015 (see graph 2).[15]

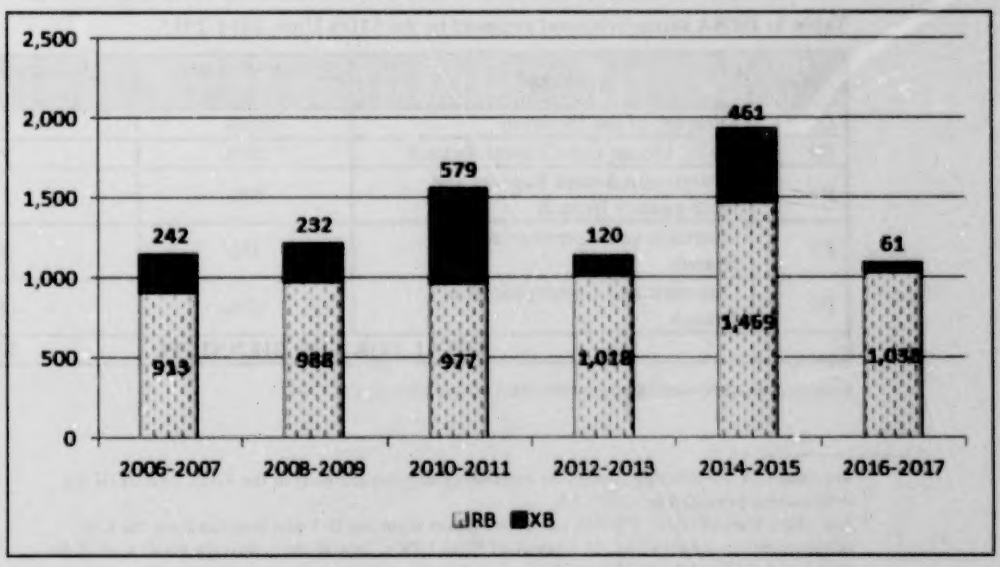
[14] See https://sustainabledevelopment.un.org/topics/partnerships/events/steering-committe-partnerships.

[15] See annex III for details.

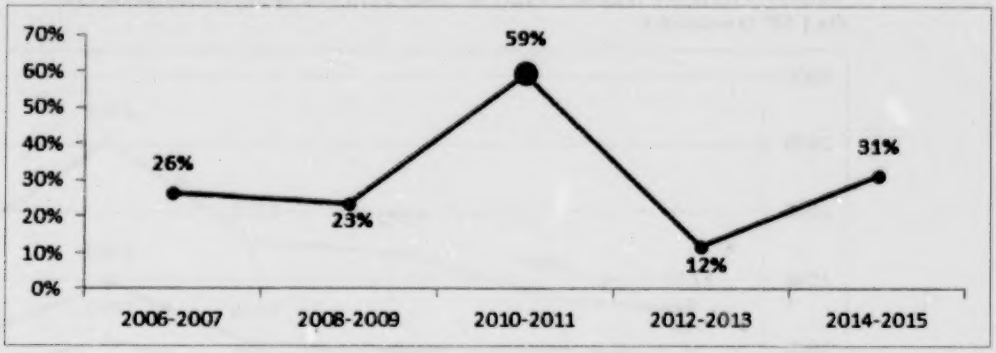
Graph 2: Cost of professional and higher staff for the SIDS Units of DESA and OHRLLS from the regular budget for 2006-2015 and approved for 2016-2017 (in USD thousands)



Graph 3a: Cost of professional and higher staff for the SIDS Unit of DESA: regular budget and extrabudgetary posts for 2006-2017 (in USD thousands)



Graph 3b: Ratio of extrabudgetary resources to the regular budget of the SIDS Unit of DESA, 2006-2015



Note: Graphs 1 to 3 developed on the basis of information provided by DESA and OHRLLS in February 2016.

25. Concerning the evolution of extrabudgetary resources, those of the SIDS Unit of DESA fluctuated from one biennium to the other, peaking in 2010-2011 (see graph 3b above).[16] OHRLLS used its general trust fund to support its SIDS activities and projects, as it does not have a specific fund for SIDS. Funds for LDCs have been used to support SIDS that are also LDCs. OHRLLS also received support from one Government to fund the travel of private-sector representatives to attend the SIDS Private Sector Partnerships Forum in Samoa in 2014.[17]

26. In addition, the SIDS Unit of DESA informed the JIU about intradivisional support from other branches of the Department (see table 1 below).[18]

Table 1: DESA intradivisional support to the SIDS Unit, 2014-2015

Level	Branch	Time allocation to SIDS	Estimated cost in USD thousands
D2	Director of the Division	10%	50
D1	SIDS, Ocean and Climate Branch	20%	95
P5	Intergovernmental Support and Inter-agency Branch	5%	21
P5	Outreach and Communication Branch	5%	21
P4	Outreach and Communication Branch	33%	118
	TOTAL FOR THE BIENNIUM:		**305**

Source: United Nations Secretariat/DESA submission to JIU (2016).

[16] See annex IV for detailed figures on extrabudgetary-funded staff in the SIDS Unit of DESA.
[17] Information provided by OHRLLS.
[18] The SIDS Unit of OHRLLS also receives support from the D-1 and benefits from the LDC subprogramme collaboration in support of SIDS LDCs. Due to the relatively small size of the office, the staff can be quickly mobilized to support an important issue or event. For example, during the SIDS Conference in Samoa, staff from the other subprogrammes supported the SIDS subprogramme. Also, extra support can be obtained, as needed, through the use of funds for general temporary assistance.

27. The extrabudgetary support provided during 2014-2015 was in part related to the preparation for and follow-up to the SIDS Conference in Samoa. The Department as a whole collaborates punctually on an as-needed basis on different dimensions that contribute to the work of the SIDS Unit, as per the different competencies, such as statistics, sustainable development, partnership coordination, among others. As the SIDS Unit faces a situation of staff replacement in early 2016,[19] different branches of DESA have shared their staff on a temporary and part-time basis to palliate the impact and to avoid disruption in the delivery of work in support of SIDS until the current vacancies are filled. The flexibility of DESA has been instrumental in this regard, while the SIDS Unit is devoting all managerial efforts to ensure continuity through a prompt recruitment process that is expected to be completed in early 2016. At the time of completing the present report, the recruitment process is under way. The final findings of the comprehensive review will include information about the status of vacancies in the SIDS Unit of DESA, as human resources are a critical factor in ensuring strong support from the Secretariat to SIDS.

28. In addition to the internal resources that have contributed to the work of the SIDS Unit of DESA (see table 1 above), it is worth noting that DESA reported on extrabudgetary resources received for the period 2006-2015. Since the biennium 2010-2011, these have increased from $671,500 in the biennium 2010-2011 to $1,093,158 in the biennium 2014-2015.[20]

29. The Inspectors noted a lack of coordination in the budget requests submitted by DESA and OHRLLS when preparing their budget proposals for the 2016-2017 biennium under the United Nations secretariat framework. DESA and OHRLLS did not consult with each other so as to consolidate a strategy to ensure efficiency and effectiveness in the allocation of resources devoted to SIDS. The Inspectors were informed that the two SIDS Units were in the process of strengthening strategic and substantive collaboration, in particular in preparation for the United Nations strategic framework for the 2018-2019 biennium. The two Units plan to hold regular bimonthly meetings to maximize complementarity and to ensure that they are both capitalizing on their strengths and value added in carrying out joint planning and exchange of information regarding the implementation of their annual workplans and related activities. Consultations will also involve UNDP, a key partner in the United Nations system for translating the global mandate on the sustainable development agenda at the country level.

30. An important difference in terms of planning and tracking the achievements of the two SIDS Units relates to their different levels of reporting within the parent programmes of the strategic framework. While the SIDS Unit of OHRLLS is clearly defined as the entity responsible for subprogramme 3 of programme 8 of the strategic framework, which is the responsibility of OHRLLS, the SIDS Unit of DESA is within a branch of the subprogramme 3 (sustainable development) of programme 7, which is under the responsibility of DESA. The Inspectors were informed that the reporting line within the SIDS Unit of DESA has been changed in 2016 and that the P-5 incumbent, when recruited, will report directly to the D-2 Director. In the Inspectors' view, this is a positive change to facilitate the

[19] Recruitment for vacant P-5, P-4 and P-2 posts in the SIDS Unit of DESA was under way in February 2016.

[20] Based on DESA's response to the JIU questionnaire.

management and visibility of the work, resources and performance of the SIDS Unit of DESA.

31. The Third International Conference on SIDS was held in September 2014, which provided enough time for the United Nations Secretariat to reassess the allocation of resources for the biennium 2016-2017 to ensure enhanced coordination between OHRLLS and DESA for implementing the SAMOA Pathway.

32. The Inspectors are of the view that DESA and OHRLLS should join their efforts and coordinate the preparation of their respective strategic plans outlines for the United Nations strategic framework for the 2018-2019 biennium and the related budget requests. Such a joint effort would require the two entities to establish a systematic monitoring of their activities to support SIDS and the related resources allocated, indicating the source (regular budget or extrabudgetary), the beneficiaries (SIDS) and how they relate to the respective mandates of DESA and OHRLLS. Such strengthened coordination does not require a structural change in the subprogrammes, but enhanced and continuous exchange of information and medium-term planning to ensure the best use of existing resources, foster synergies and prevent possible duplication. The programme of activities could be shared, ex ante, with SIDS representatives, in order to assess their priorities and plan delivery of support accordingly, and with development partners for information.

In order to foster synergies and ensure efficient use of resources, the Inspectors recommend the following:

Recommendation 1

The Secretary-General should ensure that DESA and OHRLLS establish a joint system to plan, monitor and report on their activities, including reference to resources allocation in relation to their respective mandates, measured against expected results in line with the results-based principles in General Assembly resolution 70/8 on programme planning, and that the information is made available to Member States and United Nations system partners supporting SIDS.

In order to foster effectiveness in the implementation of the expanding mandates given by Member States to the Secretariat, the Inspectors recommend the following:

Recommendation 2

The General Assembly, based on a transparent and clearly substantiated needs assessment prepared by the United Nations Secretariat, should consider the needs resulting from the evolving mandates given to the Secretariat's programmes and subprogrammes and ensure the allocation of resources required to adequately respond to the mandates in support of the sustainable development agenda of SIDS.

C. Stakeholders' views on the roles of and coordination between DESA and OHRLLS in supporting SIDS

33. While both DESA and OHRLLS are devoting efforts to enhance coordination and cooperation (see sect. D below), the results of their efforts have not yet been perceived by the partners and clients. **The findings regarding the perception of the role of the SIDS Units of DESA and OHRLLS by different stakeholders indicate that the demarcation between the two entities is still blurred.**

34. Some stakeholders expressed concern about the lack of clarity regarding the responsibilities of DESA and OHRLLS with regard to SIDS. As a result, duplication and overlap occur when they launch separate outreach initiatives on almost identical issues. This creates unnecessary burden and pressure, especially for the SIDS missions in New York, with scarce resources to respond to all these different uncoordinated requests.

35. **The Inspectors are of the view that DESA and OHRLLS should work closely in sharing the different lists of focal points that they use for their communications and information gathering so as to increase coherence in communication channels and reduce the potential burden of overlapping queries to organizations and Member States when gathering or providing information on SIDS issues. Lessons learned from OHRLLS experience with the LDC special category and the related network of focal points could be used as a good practices base on which to build.**

36. The Inspectors noted, in this regard, that both DESA and OHRLLS are currently working on improving the ex ante coordination of their work programmes of activities and work to support SIDS and are considering the development of joint indicators to measure improved coordination in that regard.

DESA support to SIDS, as perceived by stakeholders[21]

37. Interviewees, that is, organizations and representatives of Member States, highlighted a number of issues, which, in their view, were not optimally managed within DESA, namely:

- Lack of structured and transparent intradivisional organization of work in support of SIDS;
- The preparation of the Secretary-General's annual report on SIDS results in a descriptive document that does not systematically reflect all relevant information and that lacks a strategic dimension;[22]
- DESA's involvement in capacity-building goes beyond its normative mandate;
- Management issues concerning the role and functioning of IACG;
- Lack of optimization in sharing information collected for the Executive Committee on Economic and Social Affairs Plus (ECESA+) and IACG.

38. The JIU was provided with a detailed list of activities undertaken over the period 2006-2015 in support of SIDS. Unfortunately, the information did not

[21] Including United Nations system organizations, members of IACG and Member States.
[22] See A/70/269.

include the cost per activity, thus no further analysis could be done with regard to the allocation of funding to the different types of activities.

39. A key area of work for DESA is monitoring partnerships as a follow-up to the SAMOA Pathway. The website of the SIDS Action Platform[23] on partnerships enables registering and sharing information on the latter.[24] The selected priority areas on the platform are not exhaustive, considering all the priority areas in the SAMOA Pathway. While the platform is a useful tool for registering partnerships, further disaggregation of some priority areas would be helpful in order to provide more details (for example, "Means of implementation" or "Social development" or even "Biodiversity").[25] Future updates of the SIDS Action Platform could include stand-alone subareas for which partnerships can be registered. Some organizations also suggested that the tool could be upgraded to facilitate the monitoring of the implementation of the Pathway beyond registering and exchanging information on partnerships.

40. The analysis of DESA's list of activities revealed an increasing trend towards delivering national or regional capacity-building workshops. While DESA indicated that the SAMOA Pathway calls for its involvement in capacity-building, delivery could be strengthened by enhancing the provision of joint services in the field with system organizations that are specifically equipped to carry out operational activities (such as funds, programmes and some specialized agencies), so as to foster linkages between the normative work of DESA and the comparative strength of other organizations to deliver in the field. Given the importance of the other four areas of its mandate (see para. 14 above), DESA could reorganize its priorities with less involvement in the field in favour of its role in normative analysis, coordination and servicing intergovernmental processes, including the newly created Steering Committee.

41. DESA is uniquely situated, given its direct involvement in the development of the Sustainable Development Goals and the SAMOA Pathway, to ensure that the sustainable development account is used to support SIDS, as a group of developing countries with special needs.

42. In line with the views expressed by different stakeholders during the JIU team's mission to New York, **the Inspectors advise DESA to concentrate on its normative mandate and support to intergovernmental processes, instead of expanding its work to deliver capacity-building, and to foster the use of the sustainable development account to support SIDS by linking the SAMOA Pathway agenda and the 2030 Agenda for Sustainable Development and other global mandates relevant to SIDS.**

43. The Inspectors also interviewed members of the Committee for Development Policy (CDP), which is part of DESA, and noted that no regular interaction was taking place with the SIDS Unit of DESA. Noting that the graduation from LDC status of the nine SIDS still included in the LDC category is an important issue, the

[23] See www.sids2014.org/partnerships.

[24] See annex II for statistics on SIDS partnerships, based on information in the SIDS Action Platform.

[25] See JIU/REP/2015/2, annex II, which identifies priority areas containing subareas that should be monitored as stand-alone areas, as they include key issues such as poverty reduction, sustainable tourism, education and gender. The area "Means of implementation" includes statistics, technology, capacity-building, which should all be measured separately.

Inspectors are of the view that the SIDS Unit of DESA and CDP should engage in regular consultations. OHRLLS and CDP have already established formal collaboration as per the role of OHRLLS with regard to LDCs. The involvement of the SIDS Unit of DESA could enhance coherence and coordination in taking into account vulnerabilities, challenges and potential impacts for the SIDS candidates to graduate from LDC status, in addition to the established role of the United Nations Conference on Trade and Development (UNCTAD) in this process.

OHRLLS support to SIDS, as perceived by stakeholders[26]

44. The role of OHRLLS, pursuant to paragraph 120 of the SAMOA Pathway, is to contribute to enhancing system-wide coherence of the SIDS-related issues addressed in United Nations processes. This is done through extensive advocacy and outreach to mobilize international support and resources. The Inspectors were informed by OHRLLS of its planned resource mobilization strategy for 2016-2017 to adequately implement the activities mandated in paragraph 120 of the SAMOA Pathway, since the regular budget allocation for its activities has not been modified from that of the previous biennium. The Inspectors also noted that the activities reported by OHRLLS in the JIU questionnaire correspond to the expected advocacy function of the Office, in line with its overall mandate.

45. Representatives from SIDS expressed their concern about the lack of a clear response to some of their requests to the Secretariat. The perceived unclear demarcation of functions has led, in the past, to unnecessary delays in finding the right interlocutor in the Secretariat to address the needs of SIDS.

46. Concern was also expressed about the weak support to SIDS, a category of countries with special needs, compared to the attention and well-structured support given to LDCs and landlocked developing countries. The two latter categories are clearly defined, contrary to the SIDS category for which OHRLLS and DESA do not have the same coverage.[27] **The Inspectors note that the absence of a common system-wide definition of SIDS can be an obstacle to streamlining a coordinated and more effective United Nations system-wide support to SIDS.**

47. The analysis of resources allocated to the SIDS Unit of OHRLLS from the United Nations regular budget indicated a stable level of resources since the biennium 2010-2011 (in which the Unit was provided with one P-4 post and one P-2 post) that was not commensurate with its expanding mandate over the last bienniums. OHRLLS' role in response to paragraph 120 of the SAMOA Pathway is to contribute to enhancing system-wide coherence of the SIDS-related issues addressed in United Nations processes through extensive advocacy and outreach aimed at mobilizing international support and resources.

48. According to different stakeholders, the division of responsibilities between DESA and OHRLLS leads to a situation of "doing less with more", because they are competing with each other and creating an unclear accountability line to deliver on SIDS issues. Until recently, the perception of the role of the two entities, as communicated to the Inspectors, has been one of competition instead of collaboration. **The Inspectors are of the view that the ongoing joint work of DESA and OHRLLS (see sect. D below) will contribute to identifying the measures**

[26] Including United Nations system organizations, members of IACG and Member States.
[27] See annex VII.

necessary to increase effectiveness in implementing the SAMOA Pathway and to increase accountability and transparency in the Secretariat's role in coordinating, monitoring and reporting on its implementation.

D. Assessment of the coordination between the SIDS Units of OHRLLS and DESA

49. During the research work of the JIU on the United Nations system support to SIDS, Member States' representatives clearly indicated their concern underlying the mandate given to the JIU by the General Assembly in its resolutions 69/217 (para. 12) and 69/288 (paras. 2-4) to focus on institutional support of the United Nations Headquarters in New York represented by the SIDS Units of DESA and OHRLLS.

50. In the past, DESA and OHRLLS did not anticipate the magnitude of the tasks ahead, which would have benefitted from better ex ante joint planning. The timely mandate from Member States to the JIU, an independent external oversight entity, has contributed to shaking up the established status quo by raising key questions that are now being actively and effectively addressed by DESA and OHRLLS through joint efforts.

51. OHRLLS and DESA have been aware of each other's substantive and distinct mandates. Indeed, OHRLLS has contributed to DESA's policy analysis work, more specifically through its inputs to the Secretary-General's annual report on SIDS and its active participation in IACG. DESA has also contributed to OHRLLS' advocacy work on SIDS and has shown an interest in increasing its collaboration with OHRLLS in its recent advocacy initiatives on SIDS. The two entities admitted that past collaboration was mostly ad hoc, with no clear and systematic established mechanisms. During the review, it was noted that DESA and OHRLLS shared internal documents, which indicates that they are trying to identify modalities to improve their coordination and collaboration. Those efforts are aimed at addressing concerns expressed by stakeholders, organizations and Member States (see section C above). The Inspectors noted that concrete efforts are being made to break the silo approach and to replace previous perceived competition by tangible cooperation. This trend is in line with their joint role concerning the Steering Committee decided in General Assembly resolution 70/202 of December 2015.

52. The establishment of a joint work programme covering the activities of both SIDS Units should be given due consideration and lead to the definition of joint outcomes, outputs and indicators of accomplishment. In response to a proposal presented to OHRLLS and DESA in the JIU questionnaire, the two Units were supportive of including the following indicators as part of the measurable activities in the United Nations strategic framework fascicle.

Expected accomplishment of the Secretariat	Indicator of achievement
Enhanced coordination within the United Nations Secretariat to ensure more effective implementation of the SAMOA Pathway and of sustainable development goals of relevance to SIDS	(a) Increased number of joint communications to Member States on progress made by the SIDS Units of DESA and OHRLLS (b) Increased knowledge-sharing and joint data collection

53. The proposed indicators are examples that DESA and OHRLLS could envisage in defining a joint work programme for SIDS. Other indicators could be envisaged in the context of enhanced programmatic coordination and reporting, in particular in relation to their coordinating role for monitoring the implementation of the SAMOA Pathway. Indicators concerning the management of IACG could also be instrumental for assessing its relevance and results.

54. **In the Inspectors' view, the Secretary-General could enact a task force involving the different components of the United Nations that are covered by the United Nations strategic framework[28] to develop a cross-cutting work programme to address the needs of SIDS and to create specific expected accomplishments (goals) and related indicators to enable the Secretariat to measure effective support to the implementation of the SAMOA Pathway and the 2030 Agenda for Sustainable Development, so as to monitor progress on the mandates under the United Nations umbrella.**

55. The existing matrix for follow-up to the SAMOA Pathway could be used as a monitoring tool. Linkages with existing groups and committees should be carefully assessed so as to avoid overlap and duplication, in particular by defining how it relates to IACG and the Steering Committee.

56. As an example of joint activities, an expert group meeting on "Enhancing the Coherence of SIDS issues in United Nations processes post-SAMOA Pathway and in the context of the 2030 Sustainable Development Agenda" was organized in New York on 20 and 21 November 2015, by OHRLLS and UNDP.[29] The meeting brought together experts from Member States and United Nations system entities as well as 50 participants representing Member States (11 SIDS[30] and 9 development partners[31]), three regional commissions (Economic Commission for Latin America and the Caribbean (ECLAC), Economic and Social Commission for Asia and the Pacific (ESCAP) and Economic Commission for Africa (ECA)), as well as the Division for Ocean Affairs and the Law of the Sea (DOALOS) of the Office of Legal Affairs, United Nations Industrial Development Organization (UNIDO), United Nations Population Fund (UNFPA), *United Nations Convention to Combat Desertification* (UNCCD), Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF) and *United Nations Capital Development Fund* (UNCDF). The objective was to present and discuss the findings of OHRLLS' analysis of the SAMOA Pathway and the United Nations processes that are referred to in the Pathway, to identify lessons learned and best practices of United Nations coordination in support of SIDS at the national, regional and global levels, so as to propose concrete ways to enhance coherence of SIDS issues in United Nations processes.

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[28] See the proposed strategic framework for the biennium 2014-2015, programme 7, under the responsibility of DESA (A/67/6 (Prog. 7)), and programme 8, under the responsibility of OHRLLS (A/67/6 (Prog. 8)); see annex I also.

[29] The meeting was attended by the Assistant Secretary-General for DESA.

[30] The Bahamas, Fiji, Jamaica, Maldives, the Federated States of Micronesia, Nauru, Palau, Samoa, Singapore, Solomon Islands, Vanuatu.

[31] Australia, China, the European Union, Ireland, Italy, Japan, New Zealand, Spain, the United States of America.

57. The agenda included, through the lens of the SIDS development agenda, the following issues:

- Overview on coherence of SIDS issues in United Nations processes;
- Addressing SIDS issues in United Nations processes in a coherent manner at the regional level;
- United Nations Development Assistance Framework (UNDAF) and United Nations work on SIDS in the field;
- United Nations coherence on themes at the global level and United Nations treaties.

58. OHRLLS informed JIU of the next steps expected in follow-up to this successful event: (a) consultations with United Nations entities charged with supporting United Nations processes to highlight the need for specific focus on SIDS issues related to these processes; (b) regional and national consultations to raise awareness of the importance of coherence of SIDS issues in United Nations processes; (c) further consideration of the issue on designation of SIDS national focal points on coherence on SIDS issues in United Nations processes at the country level; (d) identification of existing United Nations system coordination and coherence mechanisms that could be consolidated; (e) further exploration of the suggestion of a SIDS "one-stop-shop" at the global level and the potential role of OHRLLS in such a context to disseminate information on SIDS issues in United Nations processes in a more timely and strategic manner.

59. Events of this kind are good practices that reveal ongoing progress in addressing structural weaknesses from the past towards a more coherent and effective system-wide support to SIDS.

60. DESA and OHRLLS collaborate with FAO to fulfil paragraph 61 of the SAMOA Pathway, in which FAO is requested to facilitate the development of a SIDS action programme on food and nutrition. A high-level event was co-organized in Milan from 14 to 16 October 2015 by DESA, OHRLLS and FAO,[32] and sponsored by the Government of Italy. It resulted in a joint Ministerial Declaration,[33] which calls on FAO, in close collaboration with DESA and OHRLLS, to build up on the momentum generated by the meeting, and to undertake a consultative process to develop the action programme, engaging governments, SIDS technical experts, other relevant stakeholders and pre-existing mechanisms and arrangements at the national, regional and interregional levels to ensure that the valuable work already being undertaken at these levels is fully incorporated into the action programme (para. 7).

[32] Ministerial Meeting on Enhancing Food Security and Climate Adaptation in Small Island Developing States, in the context of EXPO Milano 2015 on the theme "Feeding the Planet — Energy for Life".

[33] Milan Declaration on Enhancing Food Security and Climate Adaptation in Small Island Developing States, in the Framework of the SAMOA Pathway.

III. United Nations entities with mandates of high relevance to small island developing States that are covered by the United Nations strategic framework: elements for enhancing programmatic coordination

A. Introduction

61. This chapter addresses the scope of recommendation 3 of the report JIU/REP/2015/2, which states as follows:

> **The General Assembly should ensure that the comprehensive review identifies all relevant entities of the United Nations Secretariat, such as the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office for Disaster Risk Reduction (UNISDR) and the regional commissions, contributing to support for the sustainable development of small island developing States, and that it proposes effective ways for the Secretariat to strengthen its programmatic coordination and integrated reporting.**

62. It provides an overview of the role of some entities of the United Nations Secretariat whose mandates are highly relevant to SIDS (see sect. B below), to cover the scope of recommendation 3 of the JIU/REP/2015/2. The United Nations system chart[34] shows a number of entities whose secretariats are part of the United Nations Secretariat, although they fall under 'other entities':

- Funds and programmes: United Nations Environment Programme (UNEP) and United Nations Human Settlements Programme (UN-Habitat);
- Other entities: United Nations Conference on Trade and Development (UNCTAD) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);
- The regional commissions.

63. Other relevant entities within the Secretariat which contribute to areas of interest for SIDS are: Division for Ocean Affairs and the Law of the Sea (DOALOS) of the Office of Legal Affairs, United Nations Office on Drugs and Crime (UNODC), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Office of the United Nations High Commissioner for Human Rights (OHCHR), and the United Nations Office for Disaster Risk Reduction (UNISDR).

64. For the review, the Inspectors interviewed officials from the regional commissions, UNISDR (headquarters, regional office in Bangkok and subregional office in the Pacific), UNCTAD, UNEP (regional office in Bangkok) and OHCHR.[35]

65. Most of the above-mentioned entities are covered programmatically and administratively by the United Nation strategic framework,[36] which is submitted to

[34] http://www.un.org/en/aboutun/structure/pdfs/UN_System_Chart_2015_Rev.4_ENG_letter-colour.pdf of July 2015. This organigramme introduced some changes in the distribution of organizations among the different categories as it can be seen at http://www.un.org/depts/dhl/deplib/promo-materials/UNsystemChart-lt-clr.pdf.

[35] Interviews were complemented by videoconferences with subregional offices and desk research.

[36] See A/67/6 (Part one) for the biennium 2014-2015. UNCTAD, UN-Women, UNEP and UN-Habitat are also covered by the United Nations strategic framework (see annex I).

the Committee for Programme and Coordination (which is composed of Member States) to ensure coherence within the United Nations programmatic coordination of mandates.

66. While a number of these entities have their own legislative bodies,[37] they are all ultimately accountable — with regard to the use of their regular budgets and performance — to the General Assembly. Hence, better ex ante programmatic coordination in designing their role as part of the United Nations system-wide support to SIDS would foster synergies and eventually promote savings and efficiency by facilitating joint strategies at the regional, thematic and substantive level with the aim of providing more effective and coherent support to SIDS (see sect. C below).

B. Overview of United Nations entities relevant to SIDS[38]

67. As indicated in the introduction, initial findings do not cover entities of the United Nations system highly relevant to the SIDS sustainable development agenda but that are not covered by the regular budget of the United Nations.[39] Therefore, the entities discussed below do not represent the entire United Nations system. A complete analysis will be performed for the final findings of the comprehensive review. Within the United Nations Secretariat, only DESA, OHRLLS, UNCTAD and UNODC have activities specifically targeting SIDS as a group with special needs. However, support to the SIDS agenda is addressed, in most cases, at the regional and country levels or through normative work.

UNEP: addressing the specific needs of SIDS in relation to the environment and sustainable development[40]

68. The Ministerial Outcome Document of the first session of the United Nations Environment Assembly (UNEA), held in Nairobi in June 2014, called on the international community to "foster and encourage the development of genuine and durable partnerships to address environmental challenges faced by small island developing States."[41]

69. **The experience of UNEP, which reflects the views expressed by other key actors of the United Nations system in the field, such as UNDP, UNICEF and United Nations Fund for Population Activities (UNFPA), indicates that a United Nations system-wide coordinated response addressing the complex interlinkages**

[37] For example, the United Nations Environment Assembly (UNEA) for UNEP and the Trade and Development Board for UNCTAD.

[38] The compilation of activities in support of SIDS presented in this section is based on responses to the JIU questionnaire, interviews held in 2015 and desk research. It should be noted that the information represents only a sample of activities undertaken and does not exhaustively cover all the activities undertaken in support of SIDS by each of the entities.

[39] As included in the United Nations strategic framework planning document.

[40] UNEP officials were interviewed in Bangkok. The findings in this section are based on inputs provided by UNEP headquarters in February 2015 and complemented by interviews in the Asia-Pacific region.

[41] See UNEA, resolution 1, "Ministerial Outcome Document of the first session of the United Nations Environment Assembly of United Nations Environment Programme, adopted on 27 June 2014, p. 3. See also decisions 23/5 and 24/6 adopted by the Governing Council of UNEP/Global Ministerial Environment Forum in February 2005 and February 2007, respectively, on SIDS.

of sustainable development is required to face the high costs inherent to delivering capacity-building in SIDS. Their remoteness, the size of their economies and the implications for scalability and the institutional weaknesses, in some of them, are factors of inefficiency that could be better addressed through increased coordination. UNEP's assessment of the existing mechanisms indicates that these have not been as effective as expected to facilitate and initiate specific coordinated or joint action among United Nations system entities.

70. Similarly to other funds and programmes, UNEP does not design its activities to target SIDS as a specific category; however, as per its mandate, it covers a broad range of issues which are critical for SIDS, as shown in table 3 below.

Table 3: UNEP: Sample of activities and alignment with the SAMOA Pathway

SAMOA Pathway (topic and paragraph)	UNEP contribution to implementation through
Green economy policies (25)	Partnership for Action on Green Economy (PAGE)
Sustainable tourism (30)	10-year framework of programmes on sustainable consumption and production patterns (10YFP) and Global Partnership for Sustainable Tourism (in collaboration with the World Tourism Organization (UNWTO)
Technology, finance and capacity-building support to enable increased mitigation ambition and adaptation in developing countries (39)	Climate Technology Centre and Network (CTCN) and UNEP Finance Initiative
Climate resilience (46)	Global Adaptation Network
Ozone-depleting substances (45)	Regional networks and OzoneAction
Deforestation and forest degradation (46)	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries Plus (UN-REDD+)
Sustainable energy (49-50)	UNEP energy programme
Disaster risk reduction (52)	Technical assistance to SIDs on incorporating ecoDRR in the national disaster risk reduction frameworks
Oceans and seas (54-58)	Regional Seas Programme
Food security and nutrition (61)	Launching new programmes following Expo 2015, held in Milan in April 2015
Management of chemicals and waste, including hazardous waste (71)	Strategic Approach to International Chemicals Management (SAICM) and Global Partnership on Waste Management[42]
Invasive species (95)	Global Adaptation Network (GAN), Regional Seas Programme, and regional projects, such as Caribbean Challenge, Micronesia Challenge and Western Indian Ocean Coastal Challenge[43]

[42] See www.sprep.org/waste-management-pollution-control/managing-mercury-waste-a-growing-priority-in-the-pacific-islands-region.

[43] See www.sprep.org/biodiversity-ecosystems-management/battling-invasive-species-is-on-the-agenda-for-the-pacific-islands.

SAMOA Pathway (topic and paragraph)	UNEP contribution to implementation through
Technology (111)	UNEP's international Environmental Technology Centre and its partners
Data and statistics (112)	UNEP-Live
Institutional support (116)	Support to regional forums and participation in UNDAF formulation

Source: JIU compilation Based on UNEP response to JIU questionnaire in February 2015.

71. The role of UNEP in supporting SIDS was already described in the Barbados Programme of Action for the Sustainable Development of SIDS, adopted in May 1994, as follows: "UNEP, taking into account development perspectives, should continue to provide policy guidance and coordination in the field of environment, including in the implementation of the Programme of Action" (para. 125). Through its mandated focus on the environmental pillar of sustainable development, UNEP has been contributing to the sustainable development of SIDS. Several decisions have been adopted and action has been taken to implement them, in line with the outcome documents of successive SIDS conferences (Barbados, Mauritius and Samoa).[44]

72. UNEP addresses the specific needs of SIDS through internal coordination among its different subprogrammes, most of which are relevant to SIDS and their related vulnerabilities.[45] UNEP's programme of work for 2014-2015 provided for coverage of SIDS through seven subprogrammes, but did not specifically target SIDS, except for support to the preparations for the Samoa conference.

73. UNEP noted that the existing criteria for grouping SIDS issues usually take into account economic development level, regional grouping and other socioeconomic parameters, but not geo-environmental characters, some of which are very specific to SIDS. The problems faced, for example, by coral atolls, low-lying sand islands or volcanic islands require tailor-made solutions that are not foreseeable in "one-size-fits-all" policy strategies.

74. Partnerships with actors in the SIDS regions have been a leveraging strategy to increase UNEP participation in the regions. Lessons learned from the implementation of the Johannesburg Plan of Implementation of the World Summit on Sustainable Development, adopted in September 2002, are as follows: partnerships should have clear targets and objectives, and clearly define the roles and responsibilities of the different partners towards achieving those targets. To avoid duplication and overlap, UNEP addresses its partnerships in support of SIDS within the context of established partnerships at global or regional levels, the establishment of which was requested by Member States.

75. UNEP is actively engaged in supporting the inclusion of relevant goals for SIDS in the 2030 sustainable development agenda. UNEP is co-leading the process

[44] See decisions 22/13 (2003), 23/5 (2005), 24/6 (2007) on SIDS, adopted by the Governing Council of UNEP/Global Ministerial Environment Forum. The Mauritius Strategy for the Further Implementation of the [Barbados] Programme of Action for the Sustainable Development of SIDS was also mentioned in decision SS.XI/7 on oceans of February 2010.

[45] See United Nations strategic framework fascicle for the period 2016-2017, programme 11 (environment) under the responsibility of UNEP (A/69/6 (Prog. 11)). available at http://www.un.org/en/ga/fifth/69/psf_2016_2017.shtml.

of developing indicators for goal 14 to conserve and sustainably use the oceans, seas and marine resources for sustainable development. It also published a Global Environment Outlook for SIDS, which was launched in Samoa in 2014. The knowledge management portal, UNEP Live, provides information by country, region and other groupings, and has a specific portal for SIDS,[46] which includes the three SIDS regions (AIMS, the Caribbean and the Pacific). UNEP has also set up a specific SIDS strategy on sustainable consumption and production in the context of 10YFP to be launched in 2016 as a partnership for achieving the Sustainable Development Goals by 2030.[47]

Regional presence of UNEP

76. As mentioned in JIU report "Post-Rio+20 review on environmental governance within the United Nations system" (JIU/REP/2014/4 and A/69/763), UNEP's mandate was reinforced and a specific call was made to strengthen its regional presence (see para. 19). As a result of the Rio+20 outcomes, a new subregional office for the Pacific was opened in 2014,[48] under the Regional Office for Asia and the Pacific. Its current workforce comprises two staff members: a coordinator for the Pacific and a Global Environment Facility task manager. The subregional office is located in Samoa in the campus of the Secretariat of the Pacific Regional Environment Programme (SPREP), a regional intergovernmental organization with 21 Pacific island countries and territories among its membership[49] and five Metropolitan members[50] — traditional development partners of the SIDS — which facilitates subregional collaboration and fosters synergies.

77. The partnership between UNEP and SPREP, which was made official by a memorandum of understanding, is thus strengthened. The UNEP Office for the Pacific assists its Member States with implementing activities and monitoring the 2030 sustainable development agenda. It helps to consolidate cooperation and organize joint activities and high-level events in the region, such as the First Forum of Ministers and Environment Authorities of Asia Pacific, held in Bangkok in May 2015.[51]

78. UNEP has a regional office for Latin America and the Caribbean (in Panama City) and is in the process of opening a subregional office in Kingston, Jamaica. A list of draft resolutions for UNEA-2[52] was prepared for the intersessional meeting of the 19th Forum of Ministers of the Environment of Latin America and the

[46] http://uneplive.unep.org/region/index/59.

[47] Partnership between UNEP (10YFP), the South Pacific Tourism Organization, Mauritius, Samoa, Barbados, Jamaica, Seychelles and Comoros.

[48] See SPREP document for the Annual Meeting of SPREP, held in September 2015, 26SM/Officials/WP.6.8. Available at www.sprep.org/attachments/2015SM26/official/WP_6.8_-_UNEP_paperfinaldraft.pdfhttp://www.unep.org/roap/Activities/MainstreamingEnvironmentthroughRegionalForums/tabid/1036898/Default.aspx.

[49] American Samoa, Commonwealth of the Northern Mariana islands, the Cook Islands, the Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Wallis and Futuna.

[50] Australia, France, New Zealand, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

[51] See www.unep.org/roap/InformationMaterials/Events/ForumofMinistersEnvironmentAuthorities/tabid/1059916/Default.aspx.

[52] The second session of UNEA will be held in Nairobi in May 2016.

Caribbean, held in Mexico City from 17 to 19 November 2015.[53] Currently, Member States are defining their priorities with a view to tabling resolutions for adoption at UNEA-2.

79. In that regard, Samoa and other like-minded countries are preparing a draft resolution aiming at, among others, defining the role, functions and modalities of UNEP's involvement in the implementation of the SAMOA Pathway and the 2030 Agenda for Sustainable Development.[54] One of the objectives of the draft resolution is for UNEP to clearly reflect and integrate the SAMOA Pathway and the Sustainable Development Goals within its medium-term strategy and its programme of work. The potential role of UNEA as a forum to facilitate and monitor the implementation of the Pathway and the Agenda in the SIDS regions would be particularly suitable to address all the issues related to these global mandates on SIDS from the perspective of the environmental pillar of sustainable development.

80. The participation of the secretariats of the multilateral environmental agreements (MEAs) in reporting to UNEA would be in line with recommendations 1 and 6 of the JIU report on post-Rio+20 environmental governance (JIU/REP/2014/4), as it would highlight the role of UNEA and the MEAs in contributing to system-wide coherence and reporting on the environmental pillar of sustainable development, which is critical for the development agenda of SIDS. The regional presence of UNEP provides support to SIDS in preparing their reports on compliance with the MEAs and assistance in preparing their national biodiversity strategies and action plans.

UN-Habitat in support to SIDS

81. The specificity of SIDS and, in particular, their small size calls for a tailor-made approach to UN-Habitat activities in support of their development needs, as the large-scale urban policies used to tackle issues of large human settlements are not suitable to SIDS.

82. UN-Habitat has been providing support to SIDS and the implementation of the SAMOA Pathway through its work on sustainable urban development. According to UN-Habitat, 59 per cent of the population of SIDS — representing 38 million people — live in urban areas.[55] UN-Habitat has proposed a New Urban Agenda for SIDS based on its paradigms for sustainable urban planning and building on existing regional initiatives and thematic programmes such as the Pacific Urban Agenda, the Cities and Climate Change Initiative, the Caribbean Urban Forum on island system planning and the fourth Pacific Urban Forum towards a New Urban Agenda.[56]

83. UN-Habitat has been delivering in partnership with a range of organizations at the global, regional and national levels. Priority issues have been identified in relation to the 2030 sustainable development agenda and in preparation for the

[53] Those documents were not yet available on the website of UNEP at the time of writing this report.

[54] See www.pnuma.org/forodeministros/20-reunion-intersesional/documentos/UNEA2/15_102630_ASC_item_6_on_MS_proposals_fin.pdf.

[55] See UN-Habitat, *Urbanization and Climate Change in Small Island Developing States* (Nairobi, 2014), p. 14.

[56] The latter forum is an ESCAP initiative that was considered and adopted by the Special Body on Pacific Island Developing States at its eighth session.

Third United Nations Conference on Housing and Sustainable Urban development (Habitat III), to be held in Quito, Ecuador in October 2016. A sample of |SIDS related activities are shown in box 1 below:

Box 1: Sample of UN-Habitat activities in support of SIDS

- The Cities and Climate Change Initiative (CCCI) supports city leaders and practitioners in developing and implementing innovative climate change policies and strategies. Active SIDS members: Apia (Samoa), Lami (Fiji), Port Moresby (Papua New Guinea), Port Vila (Vanuatu) and Honiara (Solomon Islands).

  CCCI Publications: Greater Port Vila (Vanuatu) Climate Change Vulnerability and Adaptation Assessment (2015),[57] Honiara (Solomon Islands) Climate Change Vulnerability Assessment (2014),[58] Apia (Samoa) Climate Change Vulnerability Assessment (2014),[59] Port Moresby (Papua New Guinea) Climate Change Vulnerability Assessment (2013),[60] Lami Town (Fiji) Climate Change Vulnerability and Adaptation Assessment (2011) and Lami Town (Fiji) Climate Change Vulnerability Assessment (2014).[61]

- Fifth Caribbean Urban Forum: Island System Planning, Castries, Saint Lucia, 2015, to work towards a Caribbean position on sustainable urban development ahead of Habitat III.[62]

- Fourth Pacific Urban Forum: Towards a New Urban Agenda: Harnessing Opportunities in a Post-2015 Environment, Nadi, Fiji, 2015. Discussion of key priority issues for sustainable urban development in the Pacific in relation to the post-2015 sustainable development agenda and Habitat III.[63]

- Contribution to the implementation of the Pacific Urban Agenda, adopted in 2004 and endorsed by Pacific Islands Forum Leaders in 2005,[64] in collaboration with the Pacific Islands Forum Secretariat, Secretariat of the Pacific Community and the Commonwealth Local Government Forum Pacific Office.[65]

[57] See www.fukuoka.unhabitat.org/programmes/ccci/pdf/PVVA_FullReport_Endorsed.pdf.

[58] See www.fukuoka.unhabitat.org/programmes/ccci/pdf/Honiara_SI_Climate_Vulnerability_Assessment_2014.pdf.

[59] See www.fukuoka.unhabitat.org/programmes/ccci/pdf/Apia_Samoa_2014.pdf.

[60] See www.fukuoka.unhabitat.org/programmes/ccci/pdf/Port_Moresby_Papua_New_Guinea_Climate_Change_Vurnerability_Assessment_2014.pdf.

[61] See www.fukuoka.unhabitat.org/programmes/ccci/pdf/FIJI2_Lami_Town_VA_Assessment.pdf and www.fukuoka.unhabitat.org/programmes/ccci/pdf/Lami_Town_Fiji_Climate_Change_Vulnerability_Assessment_2014.pdf.

[62] See http://unhabitat.org/the-caribbean-holds-fifth-urban-forum/ and https://drive.google.com/file/d/0B-TSKY7HLYNpdzV5d0F0blB0ZzQ/view.

[63] See http://sids-l.iisd.org/news/pacific-forum-highlights-urban-challenges-as-priority-development-issue/ and http://unhabitat.org/welcoming-a-new-post-2015-pacific-urban-agenda/.

[64] See E/2004/39, E/ESCAP/SB/PIDC(8)/1 and Economic and Social Commission for Asia and the Pacific resolution 66/7 of 2010.

[65] See http://unhabitat.org/wp-content/uploads/2015/04/Pacific-Urban-Agenda.pdf.

- Fourth Shelter Academy, Rotterdam, the Netherlands, 2014,[66] jointly with ARCADIS N.V., at which the Lami Town (Fiji) Planning Scheme for flooding, coastal erosion and landslides was discussed.
- Urbanization and Climate Change in Small Island Developing States (Nairobi, 2014).[67]

UNCTAD's pioneering role in support of SIDS

84. UNCTAD was the first organization within the United Nations system to bring to the attention of the international community the particular problems and vulnerabilities of island developing countries. The organization has a long track record in developing targeted support, as part of its core work for developing countries, and addressing SIDS as per its mandate in favour of countries with special needs. UNCTAD was at the origin of the definition of the SIDS category and has played a primary and unique role in SIDS development for decades. OHRLLS was created[68] as the result of the Third United Nations Conference on LDCs, in 2001, and part of the resources for UNCTAD was transferred to it. In 2004, UNCTAD established its own SIDS grouping, comprising 29 small island developing States (see annex VII), based on the following four criteria characterizing SIDS: smallness (in terms of population), insularity, developing status (per capita income) and statehood. UNCTAD has been a major player in the United Nation system action in favour of SIDS and interacts regularly with DESA and OHRLLS. It also plays a key role in the process of assessing the readiness of LDC-SIDS towards graduation from LDC status in the context of the Committee for Development Policy (CDP), for the LDC-SIDS.

85. As the focal point on trade and development in the United Nations system, UNCTAD has been identifying the special needs of SIDS and promoting special and differential treatment to foster their participation in international trade, possibly under preferential treatment, as well as other dimensions essential to the promotion of trade, such as transport and connectivity. SIDS are suffering heavily from the high fixed costs related to remoteness, isolation, weak transport and logistics infrastructures and scalability issues, which impact on their economic growth and sustainable development path.

86. The criteria for establishing the UNCTAD SIDS list are those corresponding to the genuine characteristics commonly shared by the most vulnerable of the island States, namely: smallness, insularity, weak developing status and statehood issues. While this is a much more restrictive approach than that underlying the lists used by DESA, OHRLLS and UNESCO, according to these criteria, the SIDS conform a homogeneous group of States that share similar critical needs for which UNCTAD has been developing capacity-building and advisory services for decades. In Geneva, as confirmed during the interview with the Ambassador of Barbados, the SIDS group, whose membership follows UNCTAD's list, is clearly defined and acts

[66] See http://unhabitat.org/wp-content/uploads/2014/05/Shelter-brochure-2014.pdf.

[67] See http://sids-l.iisd.org/news/un-habitat-report-explores-climate-change-urbanization-in-sids/ and https://sustainabledevelopment.un.org/content/documents/2169(UN-Habitat,%202015)%20SIDS_Urbanization.pdf.

[68] See JIU/REP/2015/2 for details.

as such in official UNCTAD meetings and benefits from its advisory, intergovernmental and technical cooperation services.

87. Particular attention has been given by UNCTAD to the group of LDC-SIDS.[69] UNCTAD has been working closely with the CDP secretariat — within DESA — on those countries' readiness for graduation from LDC status. All LDC-SIDS are currently candidates for graduation. The three latest LDCs considered for graduation by CDP were also SIDS.[70] During their mission to New York in the context of the present review, the Inspectors met with officials of the CDP secretariat, who reported on UNCTAD's essential role in this regard and informed them about the relevance of the assessments prepared by UNCTAD as inputs to the evaluation process to assess the potential readiness of LDC-SIDS for graduation.[71] As mandated by the General Assembly, UNCTAD is in charge of preparing the vulnerability profile of the countries which is then considered by the CDP secretariat at the initial stages of the process leading to possible graduation of the status.

88. According to UNCTAD, in order to better provide institutional support to SIDS, the "genuine SIDS status" developed by UNCTAD to build its list (see annex VII) would facilitate more targeted and effective system-wide coordinated support in the interest of these countries. The lack of a clear definition of the group of States to benefit from possible special measures to address their intrinsic and unique needs, based on their vulnerability profiles that are measurable through well-known parameters, hampers a more effective implementation of focused institutional support by the United Nations system to those States.[72]

89. When specific policies or special treatment are granted to categories of countries such as LDCs and landlocked developing countries, the potential beneficiaries are formally defined as members of such officially approved categories. However, this is not the case for SIDS, as shown by the diversity of groupings, depending on which entity is addressing them and for what purpose. Measures similar to those granted by the European Union to the African, Caribbean and Pacific (ACP) countries,[73] of which many are SIDS, could be envisaged. **In the Inspectors' view, efforts should be made so that the United Nations can enact coherent system-wide support strategies for SIDS with a clearly defined set of beneficiaries. This would facilitate coordination and increase coherence, as well as facilitate the measurement of progress made in implementing the SAMOA Pathway.**

90. As part of its technical cooperation, UNCTAD delivers activities in the area of customs and trade facilitation, through the Automated SYstem for CUstoms DAta

[69] The category, "least-developed countries", was created under the auspices of UNCTAD Conference in 1964, see the proceedings of UNCTAD, held in Geneva from 23 March to 16 June 1964 , vol. I, Final Act and Report, third part, annex A.I.1 on general and special principles.

[70] Namely, Cabo Verde (2007), Maldives (2011) and Samoa (2014).

[71] For updated information on criteria for graduation from LDC status, see CDP and UNDESA, *Handbook on the Least Developed Country Category: Inclusion, Graduation and Special Support Measures*, Second edition (New York, October 2015).

[72] See General Assembly resolution 65/2 and Economic and Social Council resolution 2011/44 of 5 December 2011.

[73] See www.acp.int/content/secretariat-acp. ACP countries include all UNCTAD SIDS members — except Maldives (28). Taking the reference of OHRLLS or DESA list, 37 ACP countries are SIDS. See annex VII.

(ASYCUDA), an automated system for customs administrations that is used by a majority of SIDS.[74] Other areas in which SIDS are beneficiaries are: transport facilitation, transport infrastructure, climate resilience-building, sustainable freight transport, oceans economy, transfer of technology,[75] information technologies, market access, trade negotiations, climate change adaptation and biodiversity.[76]

91. UNCTAD has been advocating for the establishment of special measures that would facilitate access to financing to address critical issues for SIDS, such as climate adaptation, including in transport, and insurance schemes to increase their preparedness for disaster and post-disaster recovery. **Establishing targeted initiatives following the model of the Enhanced Integrated Framework (EIF) for LDCs (and its predecessor, the Integrated Framework) would provide a coherent institutional framework within which the United Nations system, and partners willing to join, could deliver more effectively their support to SIDS and address their vulnerabilities, in accordance with paragraph 33 of General Assembly resolution 65/2.**

92. A targeted system-wide support programme on SIDS would facilitate accountability, monitoring and reporting to donors and development partners as it would reduce the dispersion of multiple and disconnected initiatives delivered by the different United Nations system entities. Fragmentation of institutional support hampers the measurement of performance and the effectiveness of the impact of the system-wide support to SIDS.

93. Interactions between UNCTAD and the SIDS Unit of DESA take place in the context of IACG and during the preparation of the Secretary-General's report on SIDS. It was noted that, although UNCTAD had contributed to the preparation of the Secretary-General's report,[77] there is no reference to its activities in the final version of the report. The absence of any reference to UNCTAD, the focal point on trade and development in the United Nations system, in the Secretary-General's report on SIDS raises concerns, given the information received by the JIU team on UNCTAD's activities in favour of SIDS. **The Inspectors are of the view that the preparation of the Secretary-General's report on SIDS under the coordination of DESA should be reformed so as to ensure that future compilations fully acknowledge system-wide work.**

94. Concerning the role and functioning of IACG, UNCTAD's view coincides with the perception of most IACG members that the current set-up could be more effective by improving the definition of the programme of work, the organization of meetings and the agendas, and by applying a more strategic approach. UNCTAD is also of the view that IACG should not focus only on monitoring or promoting partnerships, which seems to be its main focus in the current functioning. Partnerships are useful strategies to connect different stakeholders for joint delivery

[74] See http://www.asycuda.org/.

[75] UNCTAD, *Technology in Action: Good Practices in Science, Technology and Innovation Policies for Women in South Asia*, Current Studies on Science, Technology and Innovation, No. 12 (2013).

[76] Recent UNCTAD publications on SIDS: "Addressing the vulnerabilities of small island developing states more effectively" (event organized with IOC, September 2014); *Closing the distance: Partnerships for sustainable and resilient transport systems in small island developing States* (2014); and *The Oceans Economy: Opportunities and Challenges for Small Island Developing States* (2014).

[77] See A/70/269.

where synergies can happen among the members; however, IACG should not be limited to being a forum to promote and inform about partnerships. According to UNCTAD, IACG could contribute to promoting a wide exchange of views and enriching the debate on the most desirable international support measures for SIDS and on how to bring those measures to fruition through the advent of a SIDS status.

UNODC's work and mandate in support of anti-corruption reform in SIDS

95. As part of its technical cooperation, UNODC, through its Corruption and Economic Crime Branch, delivers activities in the area of anti-corruption support specifically to SIDS to fully implement the United Nations Convention against Corruption, which was adopted by the General Assembly in its resolution 58/4 of 31 October 2003. As at 15 January 2015, the Convention had 178 States parties, 31 of which are SIDS (out of a total number of 38).[78]

96. UNODC has two dedicated anti-corruption advisers working with SIDS to provide them with technical assistance, upon request, subject to available extrabudgetary resources.

97. In November 2015, the sixth session of the Conference of the States Parties to the United Nations Convention against Corruption adopted resolution 6/9 on strengthening the implementation of the Convention in small island developing States.

98. Through this resolution, the Conference, for the first time, encouraged a focus on strengthening anti-corruption efforts in SIDS. The resolution encourages States parties and interested donors to support anti-corruption reforms in SIDS as well as enhanced cooperation and sharing of good practices. The resolution further envisages the establishment of a dedicated platform for research and peer learning on anti-corruption reforms in SIDS and encourages States and interested donors to support this initiative.

99. Within this framework, since 2010, the Corruption and Economic Crime Branch of UNODC has trained SIDS officials to conduct country peer reviews as part of the Convention's implementation review mechanism. Furthermore, since the end of 2012, the advisers of the Corruption and Economic Crime Branch have delivered technical assistance in the form of capacity-building, legislative reform, peer-to-peer and south-south exchange of SIDS experiences, study visits, seminars and conferences. Advisors mentored SIDS officials on prevention of corruption, criminalization, law enforcement and international cooperation, in line with the Convention.

100. At the global level, UNODC, in cooperation with UNDP and SIDS anti-corruption authorities, have facilitated a number of global anti-corruption events specifically focused on SIDS.

101. As such, the unique challenges associated with implementing sustainable anti-corruption reform in SIDS were considered during a side event jointly organized by UNDP/UNODC project at the Third International Conference on SIDS, held in Samoa in September 2014. Subsequently, anti-corruption challenges were further explored at a SIDS seminar following the resumed fifth session of the Implementation Review Group of the Convention, in Vienna in October 2014.[79]

[78] According to the OHRLLS list.

[79] See www.unodc.org/unodc/en/treaties/CAC/IRG-session5-resumed.html.

102. Furthermore, the Mauritius Communiqué[80] was adopted at the Global Conference on Anti-Corruption Reform in Small Island States, organized by UNODC and UNDP in cooperation with the Ministry of Financial Services, Good Governance and Institutional Reform of Mauritius and held in August 2015. In the Communiqué, SIDS anti-corruption officials identified and recommended priorities for anti-corruption reform in SIDS and that the concerns of SIDS be reflected in a formal resolution to be presented at the next session of the Conference of the States Parties to the Convention against Corruption.

103. UNODC continues to work with SIDS to strengthen anti-corruption reform in an effective and sustainable manner within the framework of the Convention and in line with applicable resolutions of the Conference of the States Parties to the Convention.

UN-Women — addressing gender in SIDS

104. The findings on UN-Women are based on information provided by the organization in February 2015 during the preparation of JIU/REP/2015/2 and complemented by desk research.

105. UN-Women was among the United Nations organizations participating in the Third International Conference on SIDS in Samoa in September 2014. On that occasion, its Executive Director called on Governments to accelerate their implementation of programmes and policies to advance gender equality and women's empowerment and to bring real change on the ground.

106. Although the entity does not focus its activities on SIDS as a specific group of countries, it works with several islands on specific initiatives and is active in ensuring that gender-related issues are taken into account in the SIDS sustainable development agenda. Box 2 below provides an overview of the most significant initiatives in this regard.

Box 2: Sample of activities of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in support of SIDS

- Working with women market vendors in Fiji, Solomon Islands and Vanuatu, to improve their working conditions, earning power and leadership skills;[81]
- Workshops for women farmers in Barbados, Grenada and Jamaica to teach them sustainable farming techniques so as to secure their livelihoods;[82]
- Development of the *Pacific Gender and Climate Change toolkit: Tools for practitioners*[83] to support climate change practitioners in the Pacific islands region to integrate gender into their programmes and projects;

[80] See CAC/COSP/2015/CRP.10, available at www.unodc.org/documents/treaties/UNCAC/COSP/session6/V1507756e.pdf.

[81] See www.unwomen.org/en/news/stories/2014/8/markets-set-to-improve-with-pacific-women-in-the-lead.

[82] See www.unwomen.org/en/news/stories/2014/6/caribbean-farmers-use-green-technologies.

[83] See www2.unwomen.org/~/media/headquarters/attachments/sections/library/publications/2015/toolkit%20booklet%20pages.pdf?v=1&d=20150911T214359.

- Engagement for the implementation of a gender-responsive post-2015 Disaster Risk Reduction Framework for a better and more effective response to the needs and interests of women, men, girls and boys affected by disasters, including in SIDS;[84]
- Partnerships in the Pacific with the Council of Regional Organizations in the Pacific and Pacific civil society to coordinate contributions of the Pacific island countries and territories to the Sustainable Development Goals and the post-2015 negotiations on the stand-alone Goal 5 on gender equality and gender mainstreaming throughout all other goals. The Pacific island countries and territories recently declared a stand-alone goal on gender equality and gender mainstreaming throughout all goals as a priority for the region;[85]
- Issuance of the *Caribbean Joint Statement on Gender Equality and the Post-2015 and SIDS Agenda*,[86] with the support of UN-Women Multi-Country Office for the Caribbean, high-level government officials and civil society representatives from Caribbean Community (CARICOM) countries. This statement forms the basis for key messaging and advocacy on gender equality priorities in SIDS in the Caribbean region.

Regional commissions: interface between the SIDS regions and the implementation of United Nations global mandates

107. During its visit to ESCAP headquarters in Bangkok, the JIU team not only met with staff from the substantive divisions of the Commission, but also held videoconferences with the subregional offices for the Pacific (Suva, Fiji)[87] and for North and Central Asia (Almaty, Kazakhstan).[88] Resources and time constraints did not allow for visits to ECLAC and ECA.[89] However, interviews with the representatives of the Regional Commissions New York Office, complemented by desk research, provided a good overview of their role as instrumental interfaces for fostering the implementation of global mandates at the regional level. Furthermore, the JIU team was provided with recent documentation prepared by ECA and ECLAC in the context of the OHRLLS-DESA retreat in New York in November 2015, which will also be taken into account in this section.

108. According to the Regional Commissions New York Office, ECA, ECLAC and ESCAP have different focuses depending on the interests of the SIDS in their regions.[90] The five regional commissions are in the process of reorienting their roles to mainstream the 2030 sustainable development agenda within the regions of competencies. The Regional Commissions New York Office is ensuring coordination and coherence of the process. The interregional commissions'

[84] See www.preventionweb.net/publications/view/40425 and UN-Women response to JIU questionnaire in February 2015.

[85] See UN-Women response to JIU questionnaire in February 2015.

[86] See http://caribbean.unwomen.org/en/news-and-events/stories/2013/8/caribbean-joint-statement-on-gender-equality-and-the-post-2015-and-sids-agenda.

[87] See www.unescap.org/subregional-office/pacific.

[88] See www.unescap.org/subregional-office/north-central-asia.

[89] ECA and ECLAC will be covered in the final findings of the comprehensive review.

[90] Note that ESCWA is not specifically covered by this review as it would at most cover one SIDS if adopting the category from OHRLLS list in which Bahrain is included. No other SIDS fall under the geographical coverage of ESCWA (see annex VII).

cooperation could be improved by enhancing the bilateral exchange of information among the SIDS teams in each regional commission.[91]

109. The regional commissions are moving towards implementing the recommendations contained in the report on cooperation among the United Nations regional commissions (JIU/REP/2015/3 and A/70/677-E/2016/48). In this regard, progress made towards the establishment of a common online platform for knowledge management, in accordance with recommendation 3 of that report, would contribute to cross-fertilization and knowledge-sharing among the different regions.

110. The Regional Commissions New York Office is also a member of IACG and shared the views expressed by the majority of the members of the Group considering that its usefulness could be increased by improved management, planning and organization (see chap. IV).

111. The work of the regional commissions is communicated to Member States in a specific report by the Secretary-General. The Pacific strategy developed by ESCAP to foster the implementation of the SAMOA Pathway is referred to in the Secretary-General's report for 2015.[92]

112. It was noted that the Secretary-General's last report on SIDS, which was coordinated by DESA, does not highlight the regional dimension, although such information should be reported to Member States. The Inspectors are of the view that the regional dimension could be included in the outline of the Secretary-General's report on SIDS, so as to deliver consolidated information on the activities and progress made by SIDS regions in implementing the SAMOA Pathway and the support provided by the United Nations system in that regard.

113. The Inspectors note the information shared by OHRLLS on the recent expert group meeting held in New York in November 2015 (see para. 56 above). Participants included representatives from ESCAP, ECLAC and ECA and their subregional offices, who contributed with substantive presentations to the discussions. The Inspectors encourage that sort of interaction among the different stakeholders, where representatives of Member States and officials from the organizations providing support for the SIDS development agenda can meet and share information and views on moving forward.

Findings on ESCAP headquarters and its subregional office for the Pacific

114. The Inspectors noted ESCAP's proactive role in enhancing the contribution of the regional commission in support of SIDS, as demonstrated by the adoption of the Economic and Social Commission for Asia and the Pacific resolution 71/4 of 29 May 2015 on the implementation of the SAMOA Pathway. The resolution requests ESCAP in close collaboration with other United Nations system entities and specialized agencies, regional and subregional organizations, including non-governmental organizations, to assist Pacific island members and associate members in strengthening national institutional capacities. The work of ESCAP covers three archipelagos: Polynesia, Melanesia and Micronesia.

[91] For further details on the work of the regional coordination mechanism for Asia-Pacific, see www.rcm-asiapacific-un.org/thematic-working-groups.html.

[92] See E/2015/15, para. 58.

115. At its seventy-first session, held in Bangkok in May 2015, ESCAP organized a series of high-level events and supported the participation of the highest representatives of the majority of SIDS in the Asia-Pacific region. This was a golden opportunity for SIDS to move forward their agenda[93] in the context of the SAMOA Pathway. Several other programmes were also organized and publications addressing the specific needs of SIDS[94] were issued.

116. In spite of resource constraints, ESCAP is increasingly facilitating the participation of representatives of Pacific islands to make their voices heard in regional and global processes, thereby paving the way for realizing a transformational strategy for the sustainable development of SIDS. In August 2015, ESCAP issued its development report for Asia-Pacific countries with special needs, including analysis for islands as one of the categories.[95]

117. Recent United Nations global mandates have emphasized the essential role and opportunity for the regional commissions to mainstream sustainable development in their policies and strategies for the different regions. This applies particularly to implementation of the 2030 Agenda for Sustainable Development and the SAMOA Pathway in the Pacific region.[96] Two other SIDS, Maldives and Singapore, fall under the regional coverage of ESCAP. In this regard, it is important to note the lack of correspondence between the regional definition of SIDS groups in relation to the Africa, Indian Ocean, Mediterranean and South China sea (AIMS) region with that of the United Nations regional groups. In order to strengthen system-wide institutional support to SIDS in the AIMS region, this issue should be addressed to increase effectiveness in delivery.

118. The JIU team noted the existing smooth arrangements between ESCAP subprogrammes at headquarters, which address the intergovernmental machinery in the region and the substantive topics underlying the implementation of ESCAP's mandate, with the more operational subregional offices. The ESCAP office in Fiji is interacting closely with other United Nations system entities present in the same location, and together, they offer coordinated support to SIDS, which fosters synergies and increases effectiveness and efficiency in delivering their mandates in the region.

119. The United Nations hub for the Pacific creates a critical mass for knowledge-sharing and joint activities which is very much appreciated by SIDS in the region. **In the Inspectors' view, these are good practices to be promoted to strengthen coherent system-wide support to SIDS in the different regions.**

120. During the videoconference with the subregional office for North and Central Asia in Almaty, Kazakhstan, the Inspectors learned about the preparation of the new agreement, that has now been signed, between ESCAP and the Government of Kazakhstan on activities relating to the Sustainable Energy for All (SE4ALL) initiative and, in particular, on climate change and renewable energy solutions.[97]

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[93] See www.unescap.org/commission/71/ministerial-panels.

[94] See for example, Joint United Nations Regional Commissions, *Trade Facilitation and Paperless Trade, Implementation Survey 2015*, Sub-regional Notes: Pacific Island Developing Economies. Available at http://unnext.unescap.org/survey/PIDEs_final.pdf.

[95] See ESCAP, *Asia-Pacific countries with special needs, Development report 2015, Building productive capacities to overcome structural challenges* (Bangkok, August 2015). Available at www.unescap.org/sites/default/files/Asia-Pacific%20CSN%20Development%20Report%202015.pdf.

[96] See www.unescap.org/subregional-office/pacific.

[97] See www.unescap.org/news/escap-kazakhstan-partnership-strengthen-pacific-voice-climate-change-and-renewable-energy.

ESCAP activities implemented by its subregional office for the Pacific also respond to the priorities expressed at the forty-sixth Pacific Islands Forum Leaders Meeting held in Port Moresby in September 2015, at which climate change and renewable energy were stated in the final communiqué as among the priorities for the region and for SIDS.[98] The work of ESCAP in supporting the development of indicators and strengthening national capacity on statistics is highly relevant for SIDS in the region.[99]

121. The limited scope of the present report does not allow for further details on the many activities reported by ESCAP in support of SIDS. However, it includes all the key areas of interest for the three pillars of sustainable development of SIDS, as well as for strengthening their participation into intergovernmental processes and channelling their concerns so that they are duly reflected in the negotiations leading to global mandates, such as the recently adopted 2030 Agenda for Sustainable Development.

122. ESCAP is active on many fronts, serving as hinge for the Asia-Pacific region, connecting regional and national stakeholders from the United Nations system and beyond. Its role in the regional United Nations Development Assistance Frameworks (UNDAFs) is ensuring the inclusion of the development mandates in the design of the strategic plans, and its interaction with UNDP and other funds, programmes and specialized agencies is contributing to strengthening consideration of the region, in particular SIDS interests, in global forums. Examples of good practices in partnerships supported by development partners and implemented by ESCAP includes a highly relevant three-year project (2013-2016) entitled "Enhancing the Capacity of Pacific Island Countries to Manage the Impacts of Climate Change on Migration", which is funded by the European Union and supported by UNDP and ILO.[100] A sample of ESCAP resolutions, activities and publications of relevance to SIDS is shown in box 3 below.

Box 3: Regional support to SIDS members of ESCAP

- Resolution 71/1: ESCAP support for implementation of the Samoa Pathway for the sustainable development of small island developing States (E/ESCAP/71/1/Rev.1), 2015;[101]
- Resolution 71/4: Implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway (E/ESCAP/RES/71/4), 2015;[102]
- Ministerial Roundtable on Balancing the three dimensions of sustainable development: from integration to implementation, 2015;[103]
- Ministerial panel on the Economic and Social Survey of Asia and the Pacific, 2015;[104]

[98] See www.forumsec.org/pages.cfm/newsroom/press-statements/2015-media-releases/46th-pacific-islands-forum-communique.html.

[99] Similar efforts are also being developed by ECLAC for the Caribbean region.

[100] See www.unescap.org/subregional-office/pacific/pacific-climate-change-and-migration-project.

[101] See http://daccess-dds-ny.un.org/doc/UNDOC/GEN/B15/004/46/PDF/B1500446.pdf?OpenElement.

[102] See www.un.org/ga/search/view_doc.asp?symbol=E/ESCAP/RES/71/4.

[103] See www.unescap.org/commission/71/ministerial-panels.

[104] See www.unescap.org/commission/71/ministerial-panels.

- Asia-Pacific Forum on Sustainable Development, 2015;[105]
- Asia-Pacific High-level Consultation on Financing for Development — a preparatory meeting for the Third International Conference on Financing for Development, Addis Ababa, 2015;[106]
- Asia-Pacific Countries with Special Needs Development Report 2015;[107]
- National Sustainable Development Strategies (NSDS), Regional Support Partnership for capacity development, coordinated by the Pacific Islands Forum Secretariat;[108]
- Pacific Climate Change and Migration (PCCM) Partnership, building a regional knowledge base on migration flows, policies and practices in the region, joint ESCAP, ILO and UNDP project funded by the European Union, 2013-2016;[109]
- Pacific Urban Agenda, adopted by ESCAP in 2004 — implementation partners include Pacific Islands Forum Secretariat, Secretariat of the Pacific Community, Commonwealth Local Government Forum Pacific Office and UN-Habitat;
- Supporting the Pacific Voice on Climate Change and Renewable Energy Solutions;[110]
- Pacific Regional Data Repository for Sustainable Energy for All to support Pacific Governments and development partners by facilitating access to up-to-date, reliable energy data for planning, policy and investment decision purposes.[111]

Overview of the activities of ECA and ECLAC in support of SIDS (Caribbean and AIMS regions[112])

123. The small sample on ECA and ECLAC presented in this section is based on findings of a desk research and information provided by OHRLLS, which shared the contributions of the regional commissions for the expert group meeting held in New York in November 2015. The subregional offices of ECA and ECLAC will be addressed in the final findings of the comprehensive review in 2016.

ECA support to SIDS in the AIMS region

124. ECA covers a small number of SIDS in the AIMS region,[113] with the added difficulty of their geographical dispersion, contrary to the reality of other regional

[105] See www.unescap.org/events/apfsd2.
[106] See www.unescap.org/events/hlcffd2015.
[107] See www.unescap.org/sites/default/files/Asia-Pacific%20CSN%20Development%20Report%202015.pdf.
[108] See www.sids2014.org/index.php?page=view&type=1006&nr=2328&menu=1507.
[109] See www.unescap.org/subregional-office/pacific/pacific-climate-change-and-migration-project.
[110] See www.unescap.org/news/escap-kazakhstan-partnership-strengthen-pacific-voice-climate-change-and-renewable-energy.
[111] See http://prdrse4all.spc.int/production/.
[112] As noted earlier, Maldives and Singapore are covered by ESCAP while members of to the SIDS AIMS group.
[113] See annex VII.

commissions, such as ECLAC where the Caribbean islands are concentrated in a relatively homogeneous area.

125. As part of its mandate, ECA provides support to SIDS in a variety of areas through normative, advisory and capacity-building activities, such as:

- Strengthening human and institutional capacities to improve climate information services;
- Formulation of climate policy and strategy for mainstreaming climate change in national development agendas;
- Analytical research and formulation of a policy framework to promote the development and use of renewable energy;
- Regional information and knowledge-sharing mechanism;
- Formulation and implementation of policies to achieve a green economy;
- Developing the benefits of the blue economy.[114]

126. The support of ECA is explicitly called for in the African Union Declaration in Support of Small Island Developing States Ahead of the Third International Conference on SIDS (Samoa).[115] ECA makes efforts to address, inter alia, the specificities of the SIDS that it covers, the institutional challenges of managing exclusive economic zones, the intrusion of illegal fishing vessels and piracy.

127. The smallness and remoteness of the AIMS SIDS and the fact that they are covered by a regional commission that faces huge challenges in the whole of continental Africa makes it particularly difficult for ECA to preserve resources and activities specifically devoted to SIDS. Nonetheless, and in the context of zero-growth resources for the United Nations, ECA makes efforts to include targeted support to SIDS in its programme of work (see box 4 below).

Box 4: Regional support by ECA to SIDS in the AIMS region

- *Unlocking the full potential of the blue economy: Are African small island developing States ready to embrace the opportunities?*, report launched at the Third International Conference on SIDS (Samoa, September 2014);[116]
- Consultation with SIDS in the preparation of the Blue Economy Policy Handbook for Africa (Antanarivo, March 2015);[117]
- *Climate change in the African small island developing States: From vulnerability to resilience — the paradox of the small*, report launched at the Third International Conference on SIDS (Samoa, September 2014);[118]

[114] The Blue Economy is a concept developed within the framework of the transition towards the green economy (in opposition to the traditional brown economy), with a key focus on oceans and marine resources. It is an agenda moved forward by SIDS and coast-land countries. See a recent publication on blue economy in a SIDS region at www.commissionoceanindien.org/fileadmin/resources/ISLANDSpdf/Building_Blue_Economy_in_WIO_region.pdf (in French).

[115] See Assembly/AU/ /Decl.3(XXIII).

[116] See www.uneca.org/sites/default/files/uploaded-documents/Climate/unlocking_the_full_potential_of_the_blue_economy_en.pdf.

[117] See www.uneca.org/stories/experts-antananarivo-call-policy-handbook-blue-economy.

- ECA African Climate Policy Centre supports AIMS SIDS in reviewing vulnerabilities to the adverse effects of climate change and in devising strategies to reduce populations' exposure to those effects;
- Development of a weather prediction and early warning system — African Climate Policy Centre consultation meeting, 2015;[119]
- "Africa Climate Talks: Democratizing global climate change governance and building an African consensus toward COP21 and beyond" (September to October 2015), organized as part of the preparations for Africa's contribution to COP21, in collaboration with the African Development Bank and the Climate for Development in Africa Programme of the African Union Commission.[120]

ECLAC support to SIDS in the Caribbean region

128. ECLAC has a long-standing tradition of working in key strategic areas in support of SIDS. Its subregional offices work in close collaboration with other regional and subregional organizations, such as the Caribbean Community (CARICOM). Like those of ESCAP, they play a key role in capacity-building at the national and regional levels with regard to statistics. In December 2015, in collaboration with CARICOM and the Organization of American States (OAS), a joint workshop was held in Trinidad and Tobago on the principles and recommendations for a vital statistics system.[121]

129. Statistical information and data availability is a recurrent weakness in SIDS. In this regard, the work undertaken by the regional commissions in building capacities in this specific area is crucial to help monitor progress in the implementation of the SAMOA Pathway and the sustainable development goals for the 2030 Agenda for Sustainable Development.

130. The mandate of ECLAC is of high relevance for SIDS in all areas related to research and analysis, institutional strengthening, policy development, capacity-building and fostering inter-agency collaboration in the region. The Caribbean Development Portal is a useful tool for the region. It contains, inter alia, country profiles and information on various topics relevant to the region and is a digital repository for various documents and resources, which enables information-sharing in the region.[122]

[118] See www.uneca.org/sites/default/files/uploaded-documents/Climate/climate_change_in_the_african_small_island_developing_states_en.pdf.

[119] See www.uneca.org/africansmallislanddevelopingstates/pages/african-small-island-developing-states.

[120] See www.climdev-africa.org/cop21/ACT.

[121] Participants agreed on the need for the highest political support for the implementation of the international standards of civil registration and the improvement of the quality and coverage of vital statistics. The workshop was conducted in partnership with OAS and PAHO, with the support of the ECLAC subregional office. Participants included representatives from Antigua and Barbuda, the Bahamas, Barbados, Dominica, Grenada, Jamaica, Montserrat, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname and Trinidad and Tobago.

[122] See http://caribbean.eclac.org/.

Box 5: Regional support by ECLAC to SIDS in the Caribbean region

- Establishment by the Caribbean Development and Cooperation Committee of the Regional Coordinating Mechanism (RCM) for the implementation of the Mauritius Strategy Initiative (ECLAC resolution 65/XXI), 2006;[123]
- Report on the Regional Seminar on the implementation of the SAMOA Pathway (LC/CARL/L.462), 2015;[124]
- Report of the meeting of the RCM to consider integrating the SAMOA Pathway into the Sustainable Development Goals and the post-2015 development agenda (LC/CARL/L.464), 2015;[125]
- Caribbean synthesis review and appraisal report on the implementation of the Beijing Declaration and Platform for Action, (LC/CAR/L.470), 2015;[126]
- Expert meetings on Big Data, Port of Spain, Trinidad and Tobago, 2015;[127]
- Damage and Loss Assessment training for country experts involved with disaster risk management, San Jose, Costa Rica, 2015;[128]
- Development of a modelling framework to support assessment of the economic and social impacts of climate change in the Caribbean, 2014;[129]
- Third meeting of the Caribbean Development Roundtable, (LC/CAR/L.442), 2014;[130]
- Development of the online Caribbean Development Portal as a repository of reports and statistics from national, regional and global organizations;[131]
- Workshop on the principles and recommendations for a vital statistics system for Caribbean countries, Port of Spain, Trinidad and Tobago, 1-4 December 2015.

Division for Ocean Affairs and the Law of the Sea (DOALOS) of the Office of Legal Affairs

131. The JIU team met with officials from DOALOS in New York and noted the relevant support that the Division provides to SIDS, as per its mandate on oceans-related issues.

132. The core mandate of DOALOS,[132] which is part of the Office of Legal Affairs of the United Nations, is set out in General Assembly resolutions 49/28 and 52/26.

[123] See www.cepal.org/publicaciones/xml/9/23759/lccarl86.pdf#page=30.
[124] See http://repositorio.cepal.org/bitstream/handle/11362/38376/LCCARL462_en.pdf.
[125] See www.cepal.org/portofspain/noticias/documentosdetrabajo/3/54973/lcarl464.pdf.
[126] See Alicia Mondesire (2015) at http://repositorio.cepal.org/bitstream/handle/11362/39054/S1500700_en.pdf.
[127] See www.cepal.org/en/events/expert-group-meeting-big-data.
[128] See www.cepal.org/en/cursos/disaster-assessment-methodology-training-san-jose-costa-rica.
[129] See Roberto Roson at http://repositorio.cepal.org/bitstream/handle/11362/38256/LCCARL418_en.pdf.
[130] See ECLAC subregional office for the Caribbean, (2014) at http://repositorio.cepal.org/bitstream/handle/11362/37275/S1420643_en.pdf.
[131] See http://caribbean.eclac.org/.
[132] DOALOS' mandate is defined by General Assembly resolutions 49/28 and 52/26.

Additional mandates have been given to the Division in various resolutions of the General Assembly on oceans and the law of the sea and on sustainable fisheries. In particular, the Division acts as the secretariat of the United Nations Convention on the Law of the Sea (UNCLOS) and of the Agreement for the Implementation of the Provisions of UNCLOS of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks. The Division is also the secretariat of the Ad Hoc Working Group of the Whole on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects. It also provides substantive support to the processes established by the General Assembly in relation to ocean affairs and the law of the sea, including the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea, and the Preparatory Committee, established pursuant to resolution 69/292, as well as to the informal consultations of Member States on General Assembly resolutions on oceans and the law of the sea and on sustainable fisheries. As such, the mandates of the Division cover areas of high relevance to SIDS, including:

- Maritime spaces;
- Marine living and non-living resources;
- Navigation;
- People at sea;
- Protection and conservation of the marine environment;
- Marine scientific research and transfer of marine technology;
- Climate change and oceans;
- Sustainable development.

133. DOALOS delivers targeted activities in support of SIDS (see box 6 below), such as training and capacity-building aimed, among others, at enhancing the capacity of SIDS to implement the provisions of UNCLOS and its agreements, and supporting the participation of those States in relevant intergovernmental processes. For example, in response to the SAMOA Pathway, DOALOS and the Intergovernmental Oceanographic Commission of UNESCO jointly developed a training course on marine scientific research to assist SIDS in implementing the relevant provisions of UNCLOS. The first course was delivered in December 2015 to 20 participants from 13 Pacific SIDS. DOALOS also manages trust funds and administers two fellowship programmes (the United Nations-Nippon Foundation of Japan Fellowship Programme and the Hamilton Shirley Amerasinghe Memorial Fellowship on the Law of the Sea) which have benefited nationals from several SIDS.

134. DOALOS participates in the United Nation system support to the 2030 sustainable development agenda processes, including for Sustainable Development Goal 14, "Conserve and sustainably use the oceans, seas and marine resources for sustainable development".

135. In its resolution 68/70, the General Assembly designated the United Nations Legal Counsel/DOALOS as the focal point of UN-Oceans, the United Nations system inter-agency coordinating mechanism on oceans and coastal issues. The 2014-2015 programme of work of UN-Oceans included, as part of its planned

outputs, the preparation of an inventory of mandates and activities of UN-Oceans members, including in relation to SIDS.

136. DOALOS is a member of IACG and noted that IACG was a useful platform for information exchange. Based on the experience of UN-Oceans, DOALOS indicated that it was positive that UN-Oceans had formal terms of reference and a biennial programme of work, and in particular, transparency towards Member States had been enhanced. In the view of OLA/DOALOS, the IACG on SIDS may benefit from that experience.

137. DOALOS has regular contact with SIDS representatives in the course of its activities. It indicated that its collaboration with DESA and OHRLLS has been positive and that not only DESA and OHRLLS participate in UN-Oceans, but they collaborate in the context of mutual requests to prepare the Secretary-General's reports. In that regard, DESA and OHRLLS contribute to the preparation of the Secretary-General's report on oceans and the law of the sea and on sustainable fisheries, while DOALOS contributes to the Secretary-General's reports on SIDS. DOALOS also collaborated with OHRLLS and the Intergovernmental Oceanographic Commission of UNESCO in convening the Expert Group Meeting on the Significance of Marine Science and Technology for SIDS to support Sustainable Development, in New York in May 2014.

138. The Inspectors learned that DOALOS publishes, *in extenso*, on its website the contributions received from various organizations for the preparation of reports on oceans and the law of the sea and on sustainable fisheries.[133] In the Inspectors' view, DESA could consider adopting a similar practice to divulge the extensive information collected in preparation for the Secretary-General's report on SIDS so that the collective effort is not lost, given that the report is a summary compilation subject to United Nations documents management constraints.

139. DOALOS also referred to the meeting between the Pacific leaders and the Secretary-General, in 2015, and their request for the United Nations system to develop coherent strategies in support of SIDS. It indicated that it was agreed that the United Nations Chief Executives Board for Coordination (CEB) would hold a meeting in that regard to identify how to better organize the system-wide support to help SIDS fulfil their obligations under the binding legal instruments to which they are party. DOALOS participates in the meetings of the CEB High-Level Committee on Programmes when oceans issues are being addressed. UN-Oceans also reports to the High-Level Committee on its activities.

140. A sample of activities of DOALOS are shown in box 6 below.

[133] See www.un.org/Depts/los/general_assembly/contributions70.htm.

Box 6: Activities of the Division for Ocean Affairs and the Law of the Sea (DOALOS)

- Secretariat of the United Nations Convention on the Law of the Sea (UNCLOS) and the United Nations Fish Stocks Agreement;
- Secretariat of the Commission on the Limits of the Continental Shelf;
- Secretariat of the Ad Hoc Working Group of the Whole on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects;
- Substantive support to the processes established by the General Assembly in relation to ocean affairs and the law of the sea, including the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea, and the Preparatory Committee established pursuant to General Assembly resolution 69/292;
- Technical assistance regarding UNCLOS and the United Nations Fish Stocks Agreement as the legal framework for the conservation and sustainable use of oceans and their resources (see paras. 55, 58 (a), (k) and (o) of SAMOA Pathway);
- Technical assistance, including training on the promotion and facilitation of the conduct of marine scientific research under UNCLOS (see SAMOA Pathway, paras. 58 (f) and (n)), in partnership with the Intergovernmental Oceanographic Commission of UNESCO (IOC/UNESCO);
- Training on article 76 of UNCLOS and technical assistance regarding maritime delimitation (see SAMOA Pathway, para. 58 (f));
- Training on marine protected areas and on ecosystem approaches (see SAMOA Pathway, paras. 58 (a) and (o));
- Human resource development relating to oceans and the law of the sea, through two fellowship programmes (United Nations-Nippon Foundation of Japan Fellowship Programme and Hamilton Shirley Amerasinghe Memorial Fellowship on the Law of the Sea);
- Contribution to the post-2015 development process, including the Sustainable Development Goals process;
- Compilation of information on available assistance to and on measures that may be taken by developing States, in particular LDCs and SIDS, and coastal African States, to realize the benefits of sustainable and effective development of marine resources and uses of the oceans within the limits of national jurisdiction;
- Monitoring and reviewing developments in ocean affairs and the law of the sea and reporting thereon to the General Assembly through comprehensive annual reports on oceans and the law of the sea and fisheries-related issues, as well as special reports on specific topics of current interest (see latest reports A/70/74 and A/70/74/Add.1);
- UN-Oceans focal point on behalf of the Legal Counsel;
- Administration of trust funds.

OHCHR: Facilitating the involvement of SIDS in the human rights agenda

141. The SAMOA Pathway refers to human rights in paragraphs 7 and 8 of its preamble. The JIU team met with officials from OHCHR and was informed about several initiatives developed by the Office to facilitate better involvement and representation of SIDS in the activities of the Office.

142. Since 2008, a series of Human Right Council resolutions have addressed climate change as an element of human rights, highlighting that the potential disruption resulting from climate change could impair human rights and impact the most vulnerable countries, such as SIDS, and that the population of some of the islands could lose everything if their island were submerged by the rising sea level.[134]

143. Characteristics that have already been described as handicapping factors in the access of SIDS to sustainable development also hamper their participation in United Nations intergovernmental processes and activities. The remoteness and lack of resources that characterize SIDS make it difficult for their representatives to travel in order to participate in important events addressing their situation.

144. It was noted that for representatives of some Pacific countries to participate in an event in Geneva, it could imply two weeks of travel and accommodation, given the logistical aspects of air travel, connections and distance, not to mention time for the issuance of a visa. In addition, 16 SIDS do not have permanent missions to the United Nations Office at Geneva, hence, SIDS are often underrepresented at meetings, particularly in Geneva.

145. In 2011, the Human Rights Council, in its resolution 16/21, stated that:

> The Council will consider modalities for the establishment of a technical assistance trust fund to support the participation of least developed countries and small island developing States in the work of the Council (para. 62).

146. On 23 March 2012, during the nineteenth session of the Council, a draft resolution was introduced (Barbados and Maldives were among the proponents) to create a Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the work of the Human Rights Council.[135]

147. The trust fund supports the participation (air ticket to and from Geneva and per diem) of SIDS government officials in regular sessions of the Human Rights Council (three to four weeks) and/or in a three-month fellowship programme. The main objective of the fellowship programme is to strengthen institutional capacity to better understand the functioning of the Human Rights Council and its mechanisms, with the aim of increasing the level of participation and representation. Synergies between beneficiaries from SIDS and LDCs have been noted. Table 2 below shows the number of SIDS beneficiaries (fellows and delegates) that have benefitted from the trust fund since it became operational in 2014. Among the 13 SIDS beneficiaries, 8 were women:

[134] See Human Rights Council resolutions 7/23 of March 2008, 10/4 of March 2009 and 18/22 of September 2011.

[135] See Human Rights Council resolution 19/26.

Table 2 — Beneficiaries of the SIDS Trust Fund (2013-2015)

Regions	AIMS	Caribbean	Pacific
SIDS	Maldives	Bahamas	Fiji
		Barbados	Kiribati
		Grenada	Solomon Islands
		Haiti	Tuvalu
		Jamaica	Vanuatu
		Saint Lucia	
		Suriname	
Subtotal	**1**	**7**	**5**
Total: 13			

Source: Information provided by OHCHR to JIU in December 2015.

148. The trust fund is also used to support the participation of LDCs and SIDS in the work of the Human Rights Council, by providing funding for training and capacity-building, including e-learning.[136] Good progress has been made in developing an e-learning module on the Human Rights Council and the Council's regular sessions for LDCs and SIDS, which is intended to be the main methodological tool provided by OHCHR to government officials from LDCs and SIDS. E-learning complements and, when necessary, substitutes in-person learning, by providing a more interactive and effective tool than the simple reading of a user's manual.

149. E-learning is part of a training strategy that will also be extended to the staff of LDC and SIDS Permanent Missions or of the different ministries in charge of human rights in their respective capitals. The English and French versions of the e-learning module will be launched in March and June 2016, respectively.

150. OHCHR launched and posted a practical guide on the LDCs/SIDS trust fund, in both English and French, on its website.[137] In April 2015, OHCHR produced and posted a five-minute YouTube video (in English) on the activities of the fund, featuring the SIDS government officials (the President of Kiribati and the Prime Minister of Tuvalu) who received support.[138] The French version of the video was launched in June 2015.

151. In the margins of the June and September 2015 sessions of the Human Rights Council, OHCHR organized two events that brought together current and potential beneficiaries and donors to assess the impact of increased participation of LDCs and SIDS in the discussions and decisions of the Council. In November 2015, an event in the margins of the meeting of the Third Committee of the General Assembly in New York brought together some 40 diplomats to discuss why increased participation of LDCs and SIDS in Human Rights Council meetings was essential and what were the challenges faced by these States in realizing this.[139]

[136] Ibid., para. 4 (a).

[137] See www.ohchr.org/Documents/HRBodies/HRCouncil/RegularSession/Session29/PracticalGuide_LDCs_EN.pdf.

[138] See Video OHCHR Trust Fund SIDS.

[139] See www.ohchr.org/EN/HRBodies/HRC/Pages/SpecialeventhostedbytheDutchPermanentMission_LDCs-SIDS.aspx.

152. The Inspectors consider that the above good practices should have been communicated to the General Assembly in the Secretary-General's annual report on the activities undertaken by the United Nations system in providing institutional support to SIDS. While the Inspectors understand that the report cannot cover all the activities launched by the United Nations system, they are concerned that DESA did not ask OHCHR to contribute to the report and that the work of OHCHR and hence the human rights dimension is absent.[140] Recommendation 3 at the end of this chapter is aimed at improving the quality of the Secretary-General's future reports and at ensuring the inclusion and visibility of all relevant entities.

UNISDR: linkages between the Sendai Framework for Disaster Risk Reduction and the SAMOA Pathway

153. The Inspectors met with the Special Representative of the Secretary-General for Disaster Risk Reduction at UNISDR headquarters in Geneva, as well as with officials of the Asia and Pacific regional office in Bangkok, which included the participation through videoconference of the subregional office for the Pacific in Fiji. Disaster risk reduction (DRR) is a core concern for SIDS, which are highly vulnerable and insufficiently prepared to mitigate or recover from disasters.

154. The Sendai Framework for Disaster Risk Reduction (2015-2030), the successor of the Hyogo Framework for Action, articulated the responsibilities of UNISDR in support of the implementation, follow-up and review of the Framework. Adopted at Sendai, Japan, in March 2015,[141] the Sendai Framework refers specifically to SIDS as follows:

> Disasters can disproportionately affect small island developing States, owing to their unique and particular vulnerabilities. The effects of disasters, some of which have increased in intensity and have been exacerbated by climate change, impede their progress towards sustainable development. Given the special case of small island developing States, there is a critical need to build resilience and to provide particular support through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway in the area of disaster risk reduction (para. 42).

155. As indicated during the interviews, UNISDR's main areas of work concerning disaster risk reduction cover the following pillars:

- Policy, evidence and knowledge generation as well as advocacy;
- Monitoring progress in implementation;
- Supporting countries through their national platforms, in developing national plans and monitoring trends;
- Promote partnerships in multi-stakeholder engagement.

156. UNISDR works closely with a wide range of stakeholders, including, for example, other United Nations entities, development partners, non-governmental organizations (NGOs), the private sector, national and local governments, parliamentarians and academic and scientific institutions. It delivers its work at the

[140] See A/70/269.

[141] General Assembly resolution 69/283.

regional and subregional levels and at the country level through the Resident Coordinator system and the United Nations country teams. UNISDR works with the United Nations Framework Convention on Climate Change (UNFCCC) to address disaster risk reduction and climate change issues in the three SIDS regions.

157. The salient issues addressed by UNISDR in support of SIDS[142] relate to:

- Risk and insurance schemes, in particular for small and medium enterprises;
- Institutional strengthening for disaster preparedness;
- Building national capacities to access international funding (Global Environment Facility, Green Climate Fund);
- Strengthening capacities concerning climate change adaptation;
- Data collection relating to damage and loss from natural hazards and application of that knowledge to inform national policy and planning.

158. In its work to effectively implement the Sendai Framework, UNISDR aims to ensure system-wide mainstreaming of the disaster risk reduction strategy with a view to increasing coherence and effectiveness.

159. Considering the costs of developing programmes for SIDS, owing to their remoteness, small scale, low internal resources — financial and human — it is critical that the United Nations system offer clear and coherent institutional support that would encourage development partners to contribute to the implementation of the SAMOA Pathway. The past practice of the system organizations of working in silos is being progressively abandoned, by necessity, owing to the scarce resources for all and the reduction of resources from both the regular budget and voluntary contributions. The scarcity of resources has induced a momentum for joint programming and synergetic delivery of activities. In this context, UNISDR is actively promoting inter-agency collaboration as well as partnerships with regional and national actors in Africa (e.g. with the Indian Ocean Commission), the Pacific and the Caribbean.

160. UNISDR works in the field in close coordination with regional and national partners, including the regional teams of United Nations Development Group (UNDG) — both the Regional Directors Team, for oversight, and the Peer Support Group, for quality support and advice on common country programming. In addition, close collaboration is ensured with the respective intergovernmental organizations and national focal points for the implementation of the Sendai Framework for Disaster Risk Reduction. UNISDR has also strengthened its participation in the United Nations country teams (UNCT) to contribute to mainstreaming disaster risk reduction issues in UNDAFs and national plans so that synergies with other areas of work within UNDAF are realized while implementing national development plans. It assists the most vulnerable countries in preparing their vulnerability assessment and identifying the areas requiring most urgent capacity-building to tailor the work to each country profile. UNISDR collaboration and advocacy work with intergovernmental organizations has led them to define disaster risk reduction as one of the key priorities of their agendas. This is the case, for example, with the Association of Caribbean States.

[142] See A/70/282.

161. UNISDR collaborates with DESA and OHRLLS. UNISDR Liaison Office in New York has regular contacts with DESA and actively participated in the discussion on the sustainable development goals and made contributions for the formulation of indicators for achieving the goals. It has also collaborated with OHRLLS, for example in the context of the Third United Nations World Conference on Disaster Risk Reduction, held in Sendai, Japan.[143] Another event in preparation for the Sendai Conference on Disaster Risk Reduction was the capacity-building seminar on Collaborative Approaches and Solutions to Disasters Management Challenges for SIDS Municipalities in the Context of Sustainable development that was co-organized by OHRLLS, DESA and the Singapore Cooperation Programme.[144] The Pacific and New York offices of UNISDR liaised closely with DESA during the preparations for the Third International Conference on SIDS, held in Samoa. UNISDR Asia-Pacific Office also supported DESA in its organization of capacity-building training for SIDS in Singapore. UNISDR is a member of IACG and participates regularly in its meetings and consultations.

162. The JIU team inquired about the applicability of the vulnerability-resilience country profiles developed by the SIDS Unit of DESA over the last years, noting that UNISDR core work is directly related to resilience-building in the context of disasters and risks. It appears that the DESA vulnerability-resilience country profiles[145] are a more generic, broad and qualitative tool than the more specific, quantitative risk profiles that UNISDR produces. As such, the DESA vulnerability-resilience country profiles do not constitute concrete measurement tools for addressing issues at the operational level in the field.

163. UNISDR's work aims at concrete results through measurable targets and indicators. The Sendai Framework for Disaster Risk Reduction recommended (para. 50) and the General Assembly established, by its resolution 69/284, an open-ended intergovernmental working group (comprising experts nominated by Member States and supported by UNISDR, with the involvement of relevant stakeholders) to develop, by December 2016, a set of possible indicators to measure global progress in the implementation of Sendai Framework, in conjunction with the work of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and to update the terminology on disaster risk reduction.

164. In that resolution, the General Assembly decided that the working group would hold three sessions in Geneva between September 2015 and December 2016 with support through voluntary contributions. UNISDR provided financial support for the participation of all nominated national experts from SIDS who requested funding to participate in the sessions held in September 2015 and in February 2016. For the September 2015 session, nominated experts from seven SIDS (Barbados, Cuba, Dominican Republic, Jamaica, Palau, Tonga and Trinidad and Tobago) benefited from funding support, while six SIDS (Barbados, Cuba, Haiti, Jamaica, Mauritius and Samoa) have requested funding support for the February 2016 session. Substantial financial support is also provided to SIDS delegates to attend and participate in relevant United Nations disaster risk reduction intergovernmental

[143] See the high-level event, Building effective partnerships towards resilient SIDS in the post-2015 world, at http://unohrlls.org/sids-high-level-sendai/.

[144] See http://unohrlls.org/custom-content/uploads/2015/01/Report_EGM-DRR_Singapore.pdf.

[145] DESA's work on the Vulnerability-Resilience Country Profile project has benefited from the Development Account funding, which enabled it to deliver several workshops in the field.

processes, such as the meetings and consultations organized by the Preparatory Committee for the Third World Conference on Disaster Risk Reduction and the Sendai Framework, and other regional forums.

165. The Inspectors note the work undertaken by UNISDR on global risk modelling and knowledge to strengthen local capacities in different SIDS regions. The establishment of pilot risk reduction management centres in Dominican Republic, Guyana, Jamaica, Trinidad and Tobago and the British Virgin Islands, with technical support from Cuba, is an example of south-south cooperation.[146] Similarly, through innovative risk modelling, three countries in the Indian Ocean Commission region were provided with support to incorporate climate change adaptation and disaster risk reduction into their national public investment and development planning systems. In collaboration with the respective Governments, UNISDR prepared working papers on public investment planning and financing strategy for disaster risk reduction in respect of Madagascar, Mauritius and Seychelles[147] (of which Mauritius and Seychelles are SIDS).

166. To advocate for disaster risks specific to SIDS in Africa, UNISDR convened a technical session during the Understanding Risk and Finance Conference, held in Addis Ababa, from 17 to 20 November 2015[148] at which the bases for risk financing in SIDS were discussed. In January 2016, UNISDR co-organized a half-day technical briefing in New York for Member States, on aspects of implementation of the Sendai Framework for Disaster Risk Reduction, at which it presented the key features of the Sendai Framework and interlinkages with the 2030 development agenda and other international agreements. The briefing was well-attended.

167. In the Caribbean islands, UNISDR coordinated the development of 11 disaster risk reduction country documents through a consultative process involving government institutions and other key disaster risk reduction stakeholders. The country documents provide information on decision-making and policy development.

C. Programmatic coordination within the United Nations

168. All the entities reviewed in the present chapter are ultimately accountable to the General Assembly. They all address, in their work, key issues of interest for SIDS at the global, regional, subregional or national levels, according to their different mandates. The work of other United Nations system organizations that are not covered in this chapter will be addressed in the final findings of the comprehensive review in 2016.

169. **A targeted system-wide support programme to SIDS would facilitate accountability, monitoring and reporting to donors and development partners as it would reduce the dispersion of multiple and disconnected initiatives**

[146] In New York, the JIU team met with the South-South Cooperation Unit, whose cooperation model is highly relevant to SIDS. The Unit includes States with significantly different income levels. South-south cooperation is an area of great potential for SIDS and will be addressed as part of the final findings of the comprehensive review in 2016.

[147] See for Madagascar, www.unisdr.org/we/inform/publications/43522; for Mauritius, www.unisdr.org/we/inform/publications/43523; and for Seychelles, www.unisdr.org/we/inform/publications/43525.

[148] See https://understandrisk.org/urfinance.

delivered by the different entities and organizations. Coherence within the United Nations system would constitute a cornerstone for enhancing the effectiveness of a coherent system-wide institutional support to SIDS. The current fragmentation and weak coordination of support efforts hamper the measurement of the performance and effectiveness of the impact of the system-wide support to SIDS.

170. **Within an established framework, such as an enhanced integrated framework for SIDS, synergies could be fostered and the costs of delivering technical assistance reduced through joint implementation by the United Nations development system, in the spirit of Delivering as One. Organizations such as UNCTAD and UNDP, among others, would have a key role to play in such an institutional set-up. Greater coordination and coherence would be an incentive for development partners to consolidate their assistance to SIDS through the United Nations development system assistance, should this be perceived as a coherent and strategic set-up for joint delivery. The use of the Development Account in support of a specific SIDS-integrated framework is an option to be explored, especially considering that DESA is the Secretariat entity managing the Development Account.**

171. Member States have a key role to play, based on meaningful and strategic information, in providing guidance to strengthen programmatic coordination within the United Nations. In its report "Strategic Planning in the United Nations System" (JIU/REP/2012/12), the JIU recommended to the legislative bodies of the United Nations system organizations that they formulate and define relevant system-wide sectorial strategic frameworks to address long-term goals of global mandates emanating from global conferences.

172. Greater representation of SIDS on the Committee for Programme and Coordination could contribute to strengthening coherence with regard to reviewing the United Nations strategic framework to ensure the mainstreaming of SIDS priorities therein. The number of SIDS represented in the Committee has decreased considerably, after reaching a peak in 2012 with five members out of the 34 available seats, to the current representation of only two members from the same region (Caribbean). Between 2005 and 2016, there has been no representative from Pacific SIDS. The Inspectors are of the view that the participation of at least one SIDS per region (AIMS, Pacific and Caribbean) would favour the mainstreaming of key relevant issues in the United Nations strategic framework and enhance coherence in programmatic coordination.

173. The Committee for Programme and Coordination could play a key role in ensuring that relevant targets and indicators in relation to the implementation of the SAMOA Pathway are duly included when preparing the United Nations strategic framework for the biennium 2018-2019 and subsequent ones. The Programme Performance Report submitted by the Secretary-General at the end of each biennium could include information about specific accomplishments related to SIDS issues.

174. The strategic plans of the organizations covered in the present chapter are included in the United Nations strategic framework. The approval of this planning document that governs the work programme of the United Nations is ultimately in the hands of Member States, who review it in the context of the Committee for

Programme and Coordination[149] and the Fifth Committee. **Therefore, the Inspectors are of the view that Member States should ensure, through their participation in the approval of the United Nations strategic framework, that the goals related to the implementation of the SAMOA Pathway (General Assembly resolution 69/15, annex) are effectively mainstreamed in the planning document, with meaningful and relevant expected accomplishments and indicators of performance for each United Nations programme relevant to the implementation of resolution 69/15. This would strengthen programmatic coordination within the United Nations.**

175. Furthermore, the Inspectors are of the view that the Secretary-General's report should contain better structured analytical information concerning the work done by all the entities throughout the system to support SIDS, in order to inform Member States for them to provide adequate guidance to the Secretariat on the programmatic coordination of mandates.

176. It would be advisable for DESA, in coordination with OHRLLS and in close consultation with all the entities working to support SIDS and with the contribution of IACG, to reform the preparation process for the Secretary-General's report and incorporate a stage for contributors to comment on the final draft. The report would benefit from being better structured in terms of the development goals and objectives of the SAMOA Pathway, instead of simply providing an inventory of activities selected on an ad hoc basis by DESA. The report should include a strategic analysis in terms of identifying areas for further action. The Inspectors consider that, for system-wide reporting, as is the case of the Secretary-General's report, the Department for General Assembly and Conference Management should be more flexible with regard to the word limit for this particular type of document.

In the light of the findings of the present chapter and in order to enhance transparency and accountability, the Inspectors recommend that:

Recommendation 3

The Secretary-General should ensure that the report on "Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for Further Implementation of the Programme of Action for the Sustainable Development of the Small Island Developing States" builds upon the work of the Inter-Agency Consultative Group on Small Island Developing States, adequately reflecting the support provided by the entire United Nations system, and includes a section on the collaboration between OHRLLS and DESA, as well as a section on the strategy and vision to foster sustainable development of SIDS, so as to provide Member States with a strategic document to monitor and assess progress made and gaps to be addressed as priorities for a more effective implementation of the SAMOA Pathway and the 2030 Agenda for Sustainable Development.

[149] See General Assembly resolution 70/8 on programme planning of 13 November 2015.

IV. Assessment of the role and functioning of the Inter-Agency Consultative Group on Small Island Developing States

A. Introduction

177. This chapter addresses the scope of recommendation 4 of the report JIU/REP/2015/2, which states as follows:

> **The General Assembly should ensure that the comprehensive review assesses the role and functioning of the Inter-Agency Consultative Group on Small Island Developing States (IACG) and proposes concrete measures to strengthen its effectiveness as a coordinating forum, involving all the relevant institutional partners, from the United Nations system and non-United Nations entities, such as the international financial institutions, to foster the implementation of the SAMOA Pathway and to facilitate its monitoring.**

178. The above-mentioned report described the key features of IACG, which is chaired by DESA and carries out the functions of coordination and clearing with regard to information-sharing among a hybrid diversity of organizations.[150]

179. **The findings of the present review confirm that the functioning and management of IACG are not optimal. In spite of the attempt to revamp its role in line with the proposals contained in a strategy paper prepared in December 2014,[151] which addressed possible ways for it to enhance its effectiveness, reform is lagging.**

180. The Inspectors interviewed members of IACG, based on a membership list provided by DESA, which chairs the Group, and found that there is no clear understanding of how membership is determined and how the diverse entities became members of the Group. They identified different types of entities/organizations/departments included in the list of members.[152] The current IACG membership distribution is shown in graph 4 below.

181. The IACG currently comprises 46 members from within and outside of the United Nations system as follows (see graph 4 also):

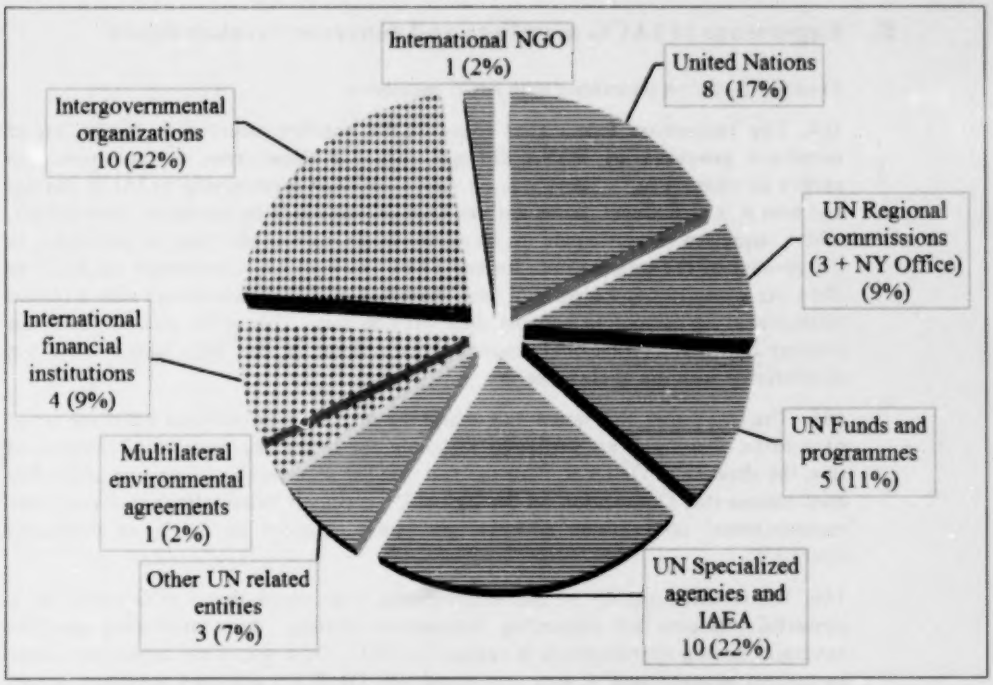
- Within the United Nations system: 8 organizations/entities/departments, 3 regional commissions, the Regional Commissions New York Office, 5 funds and programmes, 10 specialized agencies and the International Atomic Energy Agency, one secretariat of a multilateral environmental agreement (on biodiversity) and 3 other United Nations-related entities.
- Non-United Nations system: 10 intergovernmental organizations, 4 international financial institutions and one international non-governmental organization.

[150] See JIU/REP/2015/2, paras. 52-60.

[151] IACG internal document entitled "Revitalizing the IACG: revised strategy paper" (19 December 2014).

[152] See annex V organized by type of entity, on the basis of the list of members provided by DESA (JIU's own elaboration).

Graph 4
Composition of the Inter-Agency Consultative Group on Small Island Developing States (IACG)



Source: Prepared by the JIU, based on data provided by DESA as of November 2015.

182. Contrary to other forums, there is no established definition of the level of representation, which varies from the director level to junior staff, with principals and technical staff attending the same meetings, with different degrees of authority for making proposals or providing information on behalf of the organizations they represent. A number of measures could be taken to improve the current functioning of IACG which does not currently exploit the great potential of the Group. Interviewees provided their assessment of the role, and functioning of IACG and put forward proposals (see sect. C below) to enhance the effectiveness of the Group. The Inspectors note that, in the case of ECESA+, three different types of attendance are defined, as follows:

- Principal level, chaired by the Under-Secretary-General for Economic and Social Affairs (generally once a year);
- Deputy Head level, chaired by the Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs (as needed);
- Working level, chaired by the Director of the Division for Sustainable Development (regular monthly meetings and as needed).

183. As part of the possible reform of IACG, careful attention should be paid to the criteria for membership and level of representation, the type of meetings held and their frequency. However, the right balance should be found between establishing

clearer rules of procedures and preserving the current flexible set-up of the forum, which enables informal exchange of information among the members.

B. Experience of IACG members and concerned stakeholders

Findings based on interviews with IACG members

184. **The Inspectors found that some of the entities referred to in the list of members provided by DESA did not consider themselves as members, but rather as observers.**[153] There was no clarity on what membership in IACG implies and how it is formalized. Some entities attended meetings by invitation from DESA, others requested to participate on an ad hoc basis, as was the case, in particular, in the context of the preparations for the Third International Conference on SIDS in 2014. As a result, they became *de facto* members, although not always with a formal institutional agreement to support their membership. This issue was of particular concern for the international financial institutions in that list, which were not comfortable with the unclear set-up.

185. The Inspectors also noted that, while the membership included a diverse range of entities, there was no particular rationale for that categorization. Examples of this, the absence of OHCHR,[154] or the fact that the secretariat of only one of the Rio conventions (the Convention on Biological Diversity) is listed, although many other environmental conventions address key issues relevant to SIDS, in particular UNFCCC.

186. While the majority of the interviewees considered that IACG could be a powerful platform for enhancing information-sharing, thus facilitating possible synergies among organizations in support of SIDS, there was some scepticism about its current management. It was also noted that OHRLLS attended meetings as any other member, in spite of its specific mandate on SIDS. **In the Inspectors' view, since DESA and OHRLLS both have core mandates on SIDS within the United Nations, in the context of strengthening their coordination, they should clarify responsibilities in the preparation of IACG's programme of work and in the management of the Group.**

187. The diversity of members of IACG was positively perceived by most of the interviewees, as it created a unique forum in which to exchange information among entities which would not meet under any other forum.

188. **The Inspectors are of the view that terms of reference should be adopted for IACG to clearly address the issue of membership, working arrangements, frequency of meetings and timely announcement of agendas with supporting documents, mechanisms to facilitate communication and foster transparency, including regular annual reports on achievements in relation to key SIDS issues in the SAMOA Pathway and the sustainable development agenda. Due consideration to this possibility should be given in the future.**

[153] This is the case of the CEB secretariat and the international financial institutions.

[154] As mentioned in chapter III, OHCHR has never been invited by DESA to be part of the IACG nor to contribute to the preparation of the Secretary-General's report.

189. The role of DESA and OHRLLS in IACG should be clearly defined. Linkages with regional entities and bidirectional communication to and from the field, at the regional, subregional and national levels with the SIDS regions should be addressed.

190. The usefulness of IACG relies on ownership by its members and their commitment to put in the efforts necessary to make it work. Poor organization of IACG meetings could work against the interests of SIDS by omitting to include many of the entities working in areas relevant to SIDS. The utility of IACG meetings depends on clear and focused preparation, high quality communication links and strong guidance by the Chair of the meeting, agreed outcomes and a forward-looking work programme that demonstrates relevance.

191. The perceived return on investment of the IACG process can be demonstrated by the level of interest and engagement of its members, in particular SIDS regional organizations, in its work. Improved organization of IACG would increase motivation and hence participation of regional SIDS organizations which are more inclined to be involved. Failure to motivate members would result in loss of potential for the role of IACG.

192. The strength of IACG is its hybrid character. However, increased representation should be given to voices from the field. This strongly depends on better planning and organization of meetings so as to enable remote offices to participate and/or contribute to the meetings with relevant information, and to benefit from feedback of other members.

Other proposals from IACG members

193. Two other issues were raised consistently by a number of interviewees:

- ECESA+ and IACG interaction;
- IACG and the preparation of the Secretary-General's annual report on SIDS.

194. Some IACG members confirmed that DESA was in charge of managing and collecting information for ECESA+ and for IACG and since that information was not streamlined between the two groups there was some overlapping or duplication of requests for information. They indicated that the objectives are different: ECESA+[155] was created to monitor progress on the implementation of the Rio+20 outcome, while IACG is specific to SIDS, with enhanced function in the context of the follow-up to the SAMOA Pathway. Nonetheless, it was recognized that DESA could take care of sharing the information between the two, avoiding double reporting by contributors and reducing their burden of providing similar information for two different purposes. **The Inspectors are of the view that DESA should improve the management of and support to ECESA+ and IACG so as to reduce duplication and improve bidirectional flows of information between the two. A clear demarcation of their respective roles concerning follow-up to the implementation of the SAMOA Pathway should be defined, so that IACG can deliver to its full potential.**

195. The majority of IACG members are contacted annually by DESA, usually with regard to the preparation of the Secretary-General's report on SIDS. A significant number of organizations considered that, in the process of compiling the different

[155] See JIU/REP/2015/2 paras. 61-63.

inputs for the Secretary-General's report, very relevant information is omitted. While they are aware of the constraints inherent to Secretariat reports, in terms of word limits, they considered that the Secretary-General's report on SIDS should be more analytical and strategic and adopt a method that would make it better balanced and meaningful in selecting the information to be kept for the final version. While the organizations are contacted for their inputs for the report, they are not consulted to comment on the final version that is prepared by DESA. IACG members considered that the Group could play a role in this regard to ensure more effective consultation in preparing the Secretary-General's report on SIDS. Indeed, the establishment of IACG stems from General Assembly resolution 59/311, in which the Assembly requests the Secretary-General, through the Department of Economic and Social Affairs of the Secretariat, to articulate a plan with recommendations for action and proposed activities for the coordinated and coherent implementation of the Mauritius Strategy for Implementation by the relevant United Nations bodies, the specialized agencies, regional commissions and other organizations of the United Nations system within their respective mandates (para. 8).

196. Furthermore, in the SAMOA Pathway (para. 124 (b)), reference is made to IACG requesting DESA "... to regularly convene the inter-agency consultative group to report on the full implementation of the Barbados Programme of Action, the Mauritius Strategy and SAMOA Pathway, with adequate and timely analysis based on relevant targets and indicators relevant to the small island developing States in order to ensure accountability at all levels".

197. **Based on the foregoing, the Inspectors recommend that the reform of IACG and its working procedures build upon the contribution of all the members of the Group, representing the entire universe of United Nations system support, and that IACG's role in the preparation of the Secretary-General's report on SIDS is strengthened, with the possibility of consultation of and validation by the members to ensure that the final text presents a strategic vision for more effective implementation of the SAMOA Pathway.**

Member States and IACG

198. The Inspectors noted that there is an expectation of more transparency in the work of IACG. Some SIDS representatives stated that they were not comfortable about the Group working in support of SIDS without consulting them. Development partners also expressed their desire to know more about the activities developed by IACG in relation to SIDS.

199. However, IACG members consider that the Group is an internal working mechanism that does not have to report to Member States. They feel that introducing such a formal framework would weaken the Group's contribution and shift the focus from the current results-oriented one, based on informal collaboration among members, to a more formal structure in which work would have to be cleared by and reported on to Member States.

200. Acknowledging that mutual information-sharing between the Group and Member States could increase the relevance of its work, it was suggested that some ad hoc information sessions with the participation of Member States could be envisaged to increase transparency and trust, and eventually facilitate the definition of activities in collaboration with SIDS. The Inspectors were informed that, at the request of the Chair of the Alliance of Small Island States, a representative was

invited to participate in an IACG meeting. Member States should be invited to attend IACG meetings at least once a year; they could be consulted on priorities to be included in the IACG programme of work, in a non-binding consultative process, and be invited to the presentation of the programme of work and the results of the previous one on an annual basis.

C. Findings and recommendations on the role and functioning of IACG

201. Based on their findings on IACG, the Inspectors recommend that the following dimensions be taken into consideration to strategically rethink and reshape the role and functioning of IACG:

- **Programme of work**: IACG should develop a clear programme of work in a participative process with its members. To reduce the burden, the option of a biennial rolling programme of work could be considered. The goals of the programme of work should be aligned to the major resolutions on SIDS.
- **Contribution to the Secretary-General's annual report on SIDS**: IACG should have a clearly defined role in the preparation of the Secretary-General's report on SIDS. IACG members should have the possibility to comment on the final draft, prior to its official submission.
- **Chairmanship supported by a bureau/steering committee**: DESA's chairmanship function could be supported by a bureau or steering committee, representing the diversity of the members, on a rotational basis, including OHRLLS and other strong stakeholders of the United Nations system, such as UNCTAD and UNDP, among others. The bureau or steering committee could propose the provisional agenda for the meetings and the frequency of meetings, and ensure that the agenda items are relevant, decided in advance and shared with the Group in a timely manner, so as to enable preparation for the participation of representatives in field offices on a remote basis.
- **Planning of meetings and sharing of information**: IACG meetings should continue to be organized in a way that allows members not based in New York to participate in spite of different time zones. Greater participation by the regional and subregional offices of IACG members should be facilitated.[156] Availability of advance supporting information/documentation is also crucial to ensure optimal effectiveness of each meeting.
- **Membership**: DESA should take the necessary steps to validate the Group's membership and ensure inclusiveness (e.g., OHCHR, UNFCCC, the Convention to Combat Desertification and the Basel, Rotterdam and Stockholm Conventions,[157] among others). The unique hybrid characteristic of the Group should be preserved as it brings real value added to the cooperation and information-sharing platform. Nonetheless, the purpose of IACG should

[156] Such as the offices in the AIMS, Pacific and Caribbean regions.

[157] The Barbados Programme of Action included a paragraph with the multilateral environmental agreements relevant to SIDS. However, neither the Mauritius Strategy Initiative nor the SAMOA Pathway contains that information. The relevance of MEAs on specific issues of relevance for SIDS, such as waste, climate change, biodiversity, desertification, inter alia, is indisputable, and the secretariats of those MEAs should be represented in IACG.

be the provision of internal United Nations system support to SIDS. That hybrid nature of the Group could be preserved by establishing clear criteria for membership and a definition of member's contribution to the Group depending on its status as full member or observer (e.g., non-United Nations system partners supporting SIDS). Observers could be invited to meetings periodically, with a clear understanding of the reasons for their participation.

- **Transparency and outreach**: IACG could hold one information meeting with Member States representatives annually to inform them about achievements and ongoing and planned work and obtain their feedback.

202. In the light of their findings concerning the current functioning of IACG, the Inspectors invite DESA and OHRLLS to address the issue of improved management of the Group as part of the ongoing process of defining a common work programme and/or arrangement for improved coordination. The reform of IACG should involve the participation of its members, and ensuring an enlarged membership to include all relevant stakeholders, including among others OHCHR and the secretariats for the multilateral environmental agreements. Communication with interested Member States should also be encouraged. The reform should also take into account the recent creation of the Steering Committee so that relationship between the two entities is also addressed, to promote the dissemination of information and streamlining of the work of IACG into other forums relevant to SIDS.

In order to enhance coordination of the United Nations system-wide support to SIDS, the Inspectors recommend the following:

Recommendation 4

The Secretary-General should ensure that DESA and OHRLLS, in close consultation with all United Nations system entities supporting the SIDS agenda and members of the Inter-Agency Consultative Group on Small Island Developing States, undertake a reform of the Group to clarify its role, programme of work, criteria for membership and outreach to stakeholders.

V. The way forward

203. During its mission to New York, the JIU team met with United Nations organizations and entities which provided much valued information, some of which has not been fully analysed in the context of the present review on initial findings requested by the General Assembly in its resolution 69/288 and presented in this report. Those entities and information will be covered in a forthcoming review addressing the scope of recommendations 1, 5 and 6 of the report JIU/REP/2015/2. In that review, organizations such as UNDP, UNFPA, UNICEF,[158] UNESCO,[159] UNIDO and WFP as well as the remaining JIU participating organizations, non-United Nations organizations involved in partnerships supporting SIDS, and

[158] Views from field offices were gathered through videoconferences with New York (see annex VI).

[159] The JIU team attended the UNESCO SIDS Committee session of 7 October 2015. See http://unesdoc.unesco.org/images/0023/002343/234370e.pdf.

secretariats of some environmental conventions will be covered so as to provide the final findings of the comprehensive review.

204. The final findings of the comprehensive review, which will be completed in 2016, will build upon the system-wide aspect of the information already provided, and will specifically address the role of United Nations funds, programmes and specialized agencies in support of SIDS.

205. Furthermore, in 2016, JIU will analyse the linkages between key global mandates adopted by the General Assembly, including the following:

- The 2030 Agenda for Sustainable Development (General Assembly resolution 70/1);
- The Sendai Framework for Disaster Risk Reduction 2015-2030 (General Assembly resolution 69/283);
- The Addis Ababa Action Agenda of the Third International Conference on Financing for Development (General Assembly resolution 69/313);
- The Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (General Assembly resolution 69/151).

206. Regarding other global mandates relevant to SIDS, the Inspectors note the adoption of the Paris Climate Change Agreement by 195 Parties to the United Nations Framework Convention on Climate Change of the UNFCCC[160] at the 21st meeting of the Conference of the Parties on 12 December 2015.[161] In the recent JIU report on activities and resources devoted to address climate change in the United Nations system organizations (JIU/REP/2015/5), the Inspectors recommended that the governing bodies of the United Nations system organizations endorse the participation of their respective organizations in a system-wide strategy on climate change in a manner consistent with the outcome of the Conference of the Parties to UNFCCC (COP21) meeting.[162] It is worth noting that decision 1/CP.21 and its annex — the Paris Agreement itself — adopted by the Conference on 12 December 2015, include nine references to SIDS, in relation to areas such as adaptation, implementation and compliance and transparency.[163]

207. The analysis of the United Nations system support to SIDS and related intergovernmental processes will focus on what improved and additional measures are needed to more effectively address the vulnerabilities and development needs of SIDS. JIU intends to undertake field visits to the three SIDS regions to assess, on the ground, the work of the United Nations system organizations.

208. In paragraph 12 of its resolution 70/202 of December 2015, the General Assembly requested the Joint Inspection Unit to submit the complete results of the comprehensive review of United Nations system support for small island developing

[160] 195 Parties to the UNFCCC have adopted the text. They represent all the members of the General Assembly (193) and two non-United Nations members who are Parties to the UNFCCC (Cook Islands and Niue, associated states of New Zealand).

[161] See FCCC/CP/2015/L.9/Rev.1.

[162] See recommendation 2 of JIU/REP/2015/5, available at www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2015_5_English.pdf.

[163] See paras. 60, 65, 91, 103 and arts. 4.6, 9.4 and .9, 11.1 and 13.3.

States, as an addendum to the report of the Secretary-General, before the end of the seventieth session, in accordance with its resolution 69/288. As such, the final findings of the comprehensive review will be issued as a stand-alone JIU report; a summary of the key findings will be issued as an addendum to the Secretary-General's report, as requested by Member States.

Annex I

Proposed United Nations strategic framework for the period 2016-2017 (A/69/6) — sample of fascicles of United Nations programmes relevant to SIDS

Programme and entity responsible	Reference (document symbol)
Programme 6: Legal affairs (OLA)	A/69/6 (Prog.6)
Programme 7: Economic and social affairs (DESA)	A/69/6 (Prog.7)
Programme 8: Least developed countries, landlocked developing countries and small island developing States (OHRLLS)	A/69/6 (Prog.8)
Programme 9: United Nations support for the New Partnership for Africa's Development (OSAA)	A/69/6 (Prog.9)
Programme 10: Trade and development (UNCTAD)	A/69/6 (Prog.10)
Programme 11: Environment (UNEP)	A/69/6 (Prog.11)
Programme 12: Human settlements (UN-Habitat)	A/69/6 (Prog.12)
Programme 13: International drug control, crime and terrorism prevention and criminal justice (UNODC)	A/69/6 (Prog.13)
Programme 14: Gender equality and empowerment of women (UN-Women)	A/69/6 (Prog.14)
Programme 15: Economic and social development in Africa (ECA)	A/69/6 (Prog.15)
Programme 16: Economic and social development in Asia and the Pacific (ESCAP)	A/69/6 (Prog.16)
Programme 18: Economic and social development in Latin America and the Caribbean (ECLAC)	A/69/6 (Prog.18)
Programme 19: Economic and social development in Western Asia (ESCWA)	A/69/6 (Prog.19)
Programme 20: Human rights (OHCHR)	A/69/6 (Prog.20)
Programme 21: International protection, durable solutions and assistance to refugees (UNHCR)	A/69/6 (Prog.21)
Programme 23: Humanitarian assistance (OCHA)	A/69/6 (Prog.23)

Source: Extract table based on Proposed strategic framework for the period 2016-2017, programme planning; see also A/69/6 (Part one) and Corr.1.

Annex II

SAMOA Pathway: priority areas and number of SIDS partnerships by region

Paragraphs	Priority areas	Total partnerships	Pacific	Caribbean	AIMS	Other (including global)
1-22	Preamble	-	-	-	-	-
23-30	Sustained and sustainable, inclusive and equitable economic growth with decent work for all	62	43	23	14	17
23-29	*Development models in SIDS for the implementation of sustainable development and poverty eradication*					
30	*Sustainable tourism*					
31-46	Climate change	138	85	43	32	59
47-50	Sustainable energy	97	61	32	19	35
51-52	Disaster risk reduction	132	85	39	32	55
53-58	Ocean and seas	91	56	26	23	37
59-63	Food security and nutrition	68	43	20	9	25
64-65	Water and sanitation	61	38	16	8	24
66-67	Sustainable transportation	4	3	1	1	1
68-69	Sustainable consumption and production	9	7	4	1	-
70-71	Management of chemicals and waste, including hazardous waste	58	35	16	8	24
72-75	Health and non-communicable diseases	73	51	21	17	22
76-77	Gender equality and women's empowerment	75	51	21	16	23
78-88	Social development	78	54	22	16	22
80-82	*Culture and sport*					
83-86	*Promoting peaceful societies and safe communities*					
87-88	*Education*					
78-88	Biodiversity	89	54	27	23	37
92-93	*Desertification, land degradation and drought*					
94	*Forests*					
95	Invasive alien species	3	3	1	1	-
96-120	Means of implementation, including partnerships	7	6	4	2	-
97-101	*Partnerships*					
102-106	*Financing*					
107	*Trade*					

Paragraphs	Priority areas	Total partnerships	Pacific	Caribbean	AIMS	Other (including global)
108-109	*Capacity-building*					
110-111	*Technology*					
112-115	*Data and statistics*					
116-120	*Institutional support for small island developing States*					
121	**Priorities of SIDS for the post-2015 development agenda**	5	5	3	2	-
122-124	**Monitoring and accountability**	7	7	3	2	1

Source: Based on information in the SIDS Action Platform - Partnerships, as of 7 October 2015, available at http://www.sids2014.org/partnerships. See also SAMOA Pathway (General Assembly resolution 69/15, annex).

Methodological note: Priority areas correspond to those in the SAMOA Pathway; the number of SIDS partnerships by region was compiled from the SIDS Action Platform. Subpriority areas (shaded in grey) are not proposed in the partnership platform repository. Therefore, culture and sport (paras. 80-82), promoting peaceful societies and safe communities (paras. 83-86) and education (paras. 87-88) are included under the priority area "Social development" (paras. 78-88). No detailed selection can be made regarding means of implementation. Each partnership can select more than one priority area.

Annex III

DESA and OHRLLS: professional staff costs from regular budget 2006-2017 (in USD thousands)

Staff Level	2006-2007		2008-2009		2010-2011		2012-2013		2014-2015		2016-2017*	
	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost
DESA												
D-1		0		0		0		0	0.33	157		0
P-5	1	376	1	407	1	403	1	421	1	419	1	427
P-4	1	322	1	347	1	345	1	358	1	358	1	365
P-3		0		0		0		0	1	296		0
P-2/1	1	215	1	234	1	229	1	239	1	241	1	246
Biennium Total	**3**	**913**	**3**	**988**	**3**	**977**	**3**	**1018**	**4.33**	**1469**	**3**	**1038**
OHRLLS												
D-1**	0.33	142	0.33	152	0.33	151	0.33	157	0.33	157	0.33	160
P-5		0		0		0		0		0	0	
P-4		0		0	1	345	1	358	1	358	1	365
P-3		0		0		0		0	1***	296	0	
P-2/1	1	215	1	234	1	229	1	239	1	241	1	246
Biennium Total	**1.33**	**357**	**1.33**	**387**	**2.33**	**725**	**2.33**	**754**	**3.33**	**1050**	**2.33**	**771**
TOTAL		**1270**		**1374**		**1702**		**1772**		**2519**		**1809**

(*) Data provided by United Nations Secretariat.
(**)OHRLLS estimated that one-third of the D1 incumbent's time is dedicated to SIDS issues.
(***)financed under General Temporary Assistance (GTA) provisions.

Annex IV

DESA staff costs from extrabudgetary resources 2006-2017 (in USD thousands)

Grades	2006-2007		2008-2009		2010-2011		2012-2013		2014-2015		2016-2017(*)	
		Total Cost		Total Cost		Total Cost		Total Cost		Total Cost		Total Cost
DESA												
P-5		0.0		0.0		0.0		0.0	0.7	280.5		0.0
P-4	0.8	241.7	0.5	173.5	0.8	258.5		0.0		0.0		0.0
P-3		0.0		0.0		0.0		0.0		0.0		0.0
P-2/1		0.0	0.3	58.6	1.4	320.8	0.5	119.6	0.8	180.4	0.3	61.4
XB - P Staff	0.8	***242***	0.8	***232***	2.2	***579***	0.5	***120***	1.5	***461***	0.3	***61***

Data provided by the United Nations Secretariat (DESA).

Annex V

IACG — Organizations participating to meetings

United Nations system organizations		Presence in New York*	ECESA+ Member
United Nations	Department for Social and Economic Affairs (DESA)	Headquarters	Yes
	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS)	Headquarters	Yes
	Division for Ocean Affairs and the Law of the Sea (DOALOS)	Headquarters	No
	United Nations Office for Disaster Risk Reduction (UNISDR)	Liaison Office	Yes
	United Nations Office on Drugs and Crime (UNODC)	Liaison Office**	Yes
	United Nations Conference on Trade and Development (UNCTAD)	Liaison Office**	Yes
	United Nations Environment Programme (UNEP)	Liaison Office	Yes
	United Nations Human Settlements Programme (UN-HABITAT)	Liaison Office	Yes
Regional commissions	Economic and Social Commission for Asia and the Pacific (ESCAP)	No***	Yes
	Economic Commission for Africa (ECA)	No***	Yes
	Economic Commission for Latin America and the Caribbean (ECLAC)	No***	Yes
	Regional commissions Liaison Office in New York	Headquarters	Yes
Funds and programmes	United Nations Children's Fund (UNICEF)	Headquarters	Yes
	United Nations Development Programme (UNDP)	Headquarters	Yes
	United Nations Office for South-South Cooperation (UNOSSC)****	Headquarters	No
	United Nations Population Fund (UNFPA)	Headquarters	Yes
	United Nations World Food Programme (WFP)	Headquarters	Yes
Specialized agencies and IAEA	Food and Agriculture Organization of the United Nations (FAO)	Liaison Office + HQ VTC	Yes
	International Atomic Energy Agency (IAEA)	Liaison Office	Yes
	International Labour Organization (ILO)	Liaison Office	Yes
	International Maritime Organization (IMO)	No***	Yes
	International Telecommunication Union (ITU)	No***	Yes

	World Tourism Organization (UNWTO)	Liaison Office	Yes
	United Nations Educational, Scientific and Cultural Organization (UNESCO)	Liaison Office	Yes
	United Nations Industrial Development Organization (UNIDO)	Liaison Office	Yes
	World Intellectual Property Organization (WIPO)	Liaison Office	Yes
	World Meteorological Organization (WMO)	Liaison Office	Yes
Other UN related entities	Secretariat of the Chief Executives Board (CEB)[164]	Headquarters	No
	International Trade Centre (ITC)	Liaison Office	No
	United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Headquarters	Yes
Multilateral environmental agreements	Secretariat of the Convention on Biological Diversity (CBD)	No***	Yes
OTHER ORGANIZATIONS			
International financial institutions	International Fund for Agricultural Development (IFAD)	Not specified	Yes
	Global Environment Facility (GEF)	No***	Yes
	World Bank (WB) [165]	Liaison Office	Yes
	International Monetary Fund (IMF)	Liaison Office	Yes
Intergovernmental organizations	Caribbean Community Secretariat (CARICOM)	No***	No
	International Organization for Migration (IOM)	Liaison Office	Yes
	International Renewable Energy Agency (IRENA)	Liaison Office	No
	Commonwealth Secretariat	No***	No
	Global Island Partnership (GLISPA)	Liaison Office	No
	Indian Ocean Commission (IOC)	No***	No
	Organisation of Eastern Caribbean States (OECS)	No***	No
	Secretariat of the Pacific Community (SPC)	No***	No
	Pacific Islands Forum Secretariat (PIFS)	No***	No

[164] CEB indicated that it does not consider itself as an official member of IACG; some CEB secretariat staff attend IACG meetings on an ad hoc basis.

[165] During the interviews with officials of the World Bank and IMF in their liaison offices in New York, the Inspectors were informed that their membership had never been formalized, as such they do not consider themselves to be corporate members of IACG; they participate in meetings on an ad hoc basis.

	Secretariat of the Pacific Regional Environment Programme (SPREP)	No***	No
International NGO	International Union for Conservation of Nature (IUCN)	Liaison Office	No

Source: Based on information provided by the SIDS Unit of DESA, November 2015.

* May be the headquarters or the liaison office of the Organization.

** Participation by videoconference from respective headquarters.

*** Participation by videoconference.

**** Special unit within UNDP as per General Assembly resolution 3251 (XXIX).

Annex VI

Interviews conducted by videoconference with subregional offices of United Nations system organizations

#	*Organization*	*Venue*	*Office*	*SIDS Region*
1.	ESCAP	Fiji	Subregional Office	Pacific
2.		Almaty	Subregional Office	Pacific
3.	UNISDR	Fiji	Subregional Office	Pacific
4.	UNFPA	Jamaica	Subregional Office	Caribbean
5.		Fiji	Subregional Office	Pacific
6.		Madagascar	Country Office	AIMS
7.		Sao Tome & Principe	Country Office	AIMS
8.	UNICEF	Barbados	Country Office	Caribbean
9.		Fiji	Country Office	Pacific
10.		Panama	Regional Office	Caribbean

Annex VII

SIDS groups according to United Nations organizations and international forums

SIDS Groupings	United Nations Secretariat			Regional Commissions				UN Special Agency	Non United Nations System					
	DESA	DPKO/DFS	DPA/OSAA	ESCAP	ECLAC	ESCWA	ECA	UNESCO	AOSIS	CARICOM	CROP/OTHERS	OECS	TOK	PIF
AIMS (Africa, Indian Ocean, Mediterranean and South China Sea)														
Bahrain	X	✓	X	-	✓	-	-	✓	-	-	-	-	-	-
Cabo Verde	✓	✓	✓	-	-	-	✓	✓	✓	-	-	✓	-	-
Comoros*	✓	✓	✓	-	-	-	✓	✓	✓	-	-	✓	✓	-
Guinea-Bissau*	✓	✓	X	-	-	-	✓	✓	✓	-	-	✓	-	-
Madagascar	X	X	X	-	-	-	-	X	-	-	-	-	✓	-
Maldives	✓	✓	✓	-	-	✓	-	✓	✓	-	-	-	-	-
Mauritius	✓	✓	✓	-	-	-	✓	✓	✓	-	-	✓	✓	-
São Tomé and Príncipe*	✓	✓	✓	-	-	-	✓	✓	✓	-	-	✓	-	-
Seychelles	✓	✓	✓	-	-	-	✓	✓	✓	-	-	✓	✓	-
Singapore	✓	✓	X	-	-	✓	-	✓	✓	-	-	-	-	-
SUB TOTAL	8	9	6	-	1	2	6	9	8	-	-	6	4	-
THE CARIBBEAN and Connected Seas														
Anguilla	X	-	X	A	-	-	-	A	-	O	O	-	-	-
Antigua and Barbuda	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Aruba	X	-	X	A	-	-	-	A	-	-	O	-	-	-
Bahamas	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Barbados	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Belize	✓	✓	X	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Bermuda	X	-	X	A	-	-	-	X	-	O	-	-	-	-
British Virgin Islands	X	-	X	A	-	-	-	A	-	O	O	-	-	-
Cayman Islands	X	-	X	A	-	-	-	A	-	O	O	-	-	-
Cuba	✓	✓	X	✓	-	-	-	✓	✓	-	✓	✓	-	-
Curaçao	X	-	X	A	-	-	-	X	-	-	-	-	-	-
Dominica	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Dominican Republic	✓	✓	X	✓	-	-	-	✓	✓	-	✓	✓	-	-
French Guyana	X	X	X	-	-	-	-	X	-	-	O	-	-	-
Grenada	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Guadeloupe	X	-	X	A	-	-	-	X	-	-	O	-	-	-
Guyana	✓	✓	X	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Haiti*	✓	✓	X	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Jamaica	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Martinique	X	-	X	A	-	-	-	X	-	-	O	-	-	-
Montserrat	X	-	X	A	-	-	-	X	-	✓	O	-	-	-
Netherlands Antilles	X	X	X	-	-	-	-	X	O	-	O	-	-	-
Sint Maarten	X	X	X	A	-	-	-	A	-	-	-	-	-	-
Puerto Rico	X	-	X	A	-	-	-	X	O	-	-	-	-	-
Saint Kitts and Nevis	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Saint Lucia	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Saint Vincent and the Grenadines	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Suriname	✓	✓	X	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Trinidad and Tobago	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	-	-
Turks and Caicos Islands	X	-	X	A	-	-	-	X	-	O	O	-	-	-
U.S. Virgin Islands	X	-	X	A	-	-	-	X	O	-	-	-	-	-
SUB TOTAL	16	16	10	16	-	-	-	16	16	15	16	16	-	-
THE PACIFIC														
American Samoa	X	-	X	-	-	A	-	X	O	-	-	-	-	SO
Commonwealth of the Northern Mariana	X	-	X	-	-	A	-	X	-	-	-	-	-	SO
Cook Islands	✓	-	X	-	-	A	-	✓	✓	-	-	✓	-	✓
Fiji	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
French Polynesia	X	-	X	-	-	A	-	X	-	-	-	-	-	A
Guam	X	-	X	-	-	A	-	X	O	-	-	-	-	SO
Kiribati*	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Marshall Islands	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Federal State of Micronesia	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Nauru	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
New Caledonia	X	-	X	-	-	A	-	X	-	-	-	-	-	A
Niue	✓	-	X	-	-	A	-	✓	✓	-	-	✓	-	✓
Palau	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Papua New Guinea	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Samoa	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Solomon Islands*	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Timor-Leste*	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	SO
Tokelau	X	X	X	-	-	-	-	A	-	-	-	-	-	A
Tonga	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Tuvalu*	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Vanuatu*	✓	✓	✓	-	-	✓	-	✓	✓	-	-	✓	-	✓
Wallis and Futuna	-	-	-	-	-	-	-	-	-	-	-	-	-	SO
SUB TOTAL	15	13	13	-	-	13	-	15	15	-	-	15	-	14
Members (Associate Members)	39	38 (19)	29	16 (11)	1	15 (7)	6	40 (19)	39	15	16	37	4	14 (9)

* Least Developed Country (LDC)

Notes: (A) Associate Member; (O) Observer; (SO) Special Observer.

Sources:

United Nations System:

United Nations Department of Economic and Social Affairs (DESA): www.sidsnet.org/country-profiles
UN-OHRLLS: http://unohrlls.org/about-sids/country-profiles/
United Nations Conference on Trade and Development (UNCTAD):
unctad.org/en/pages/aldc/Small%20Island%20Developing%20States/UNCTAD%C2%B4s-unofficial-list-of-SIDS.aspx
United Nations Educational, Scientific and Cultural Organization (UNESCO): www.unesco.org/new/en/natural-sciences/priority-areas/sids/about-unesco-and-sids/sids-list/

Regional commissions:

United Nations Economic Commission for Latin America and the Caribbean (ECLAC):
http://www.cepal.org/en/estados-miembros
United Nations Economic Commission for Western Asia (ESCWA):
http://www.escwa.un.org/about/members_8_2012.pdf
United Nations Economic Commission for Asia and the Pacific (ESCAP): www.unescap.org/about/member-states
United Nations Economic Commission for Africa (ECA): www.uneca.org/pages/member-states

Non-United Nations:

AOSIS: http://aosis.org/about/members/
Caribbean Community and Common Market (CARICOM):
www.caricom.org/jsp/community/member_states.jsp?menu=community
Forum of the Caribbean Group of African, Caribbean and Pacific (ACP) States (CARIFORUM):
www.caricom.org/jsp/community_organs/cariforum/cariforum_main_page.jsp?menu=cob
African, Caribbean, and Pacific Group of States (ACP): www.acp.int/node/7
Indian Ocean Commission (IOC): http://commissionoceanindien.org/membres/
Pacific Islands Forum (PIF): www.forumsec.org/pages.cfm/about-us/?printerfriendly=true

Annex VIII

Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit

JIU/REP/2016/3

		Intended impact	CEB	United Nations, its funds and programmes														Specialized agencies and IAEA											
				United Nations*	UNAIDS	UNCTAD	ITC	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	FAO	IAEA	ICAO	ILO	IMO	ITU	UNESCO	UNIDO	UNWTO	UPU	WHO	WIPO	WMO
Report	For action		☐	☒	☐	☒	☐	☐	☐	☐	☒	☐	☐	☒	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	For information		☒	☐	☒	☐	☒	☒	☒	☒	☐	☒	☒	☐	☒	☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Recommendation 1		h		E																										
Recommendation 2		f		L																										
Recommendation 3		a		E																										
Recommendation 4		c		E																										

Legend L: Recommendation for decision by legislative organ **E**: Recommendation for action by executive head

: Recommendation does not require action by this organization

Intended impact **a**: enhanced transparency and accountability **b**: dissemination of good/best practices **c**: enhanced coordination and cooperation **d**: strengthened coherence and harmonization **e**: enhanced control and compliance **f**: enhanced effectiveness **g**: significant financial savings **h**: enhanced efficiency **i**: other

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-Habitat, UNHCR, UNRWA.